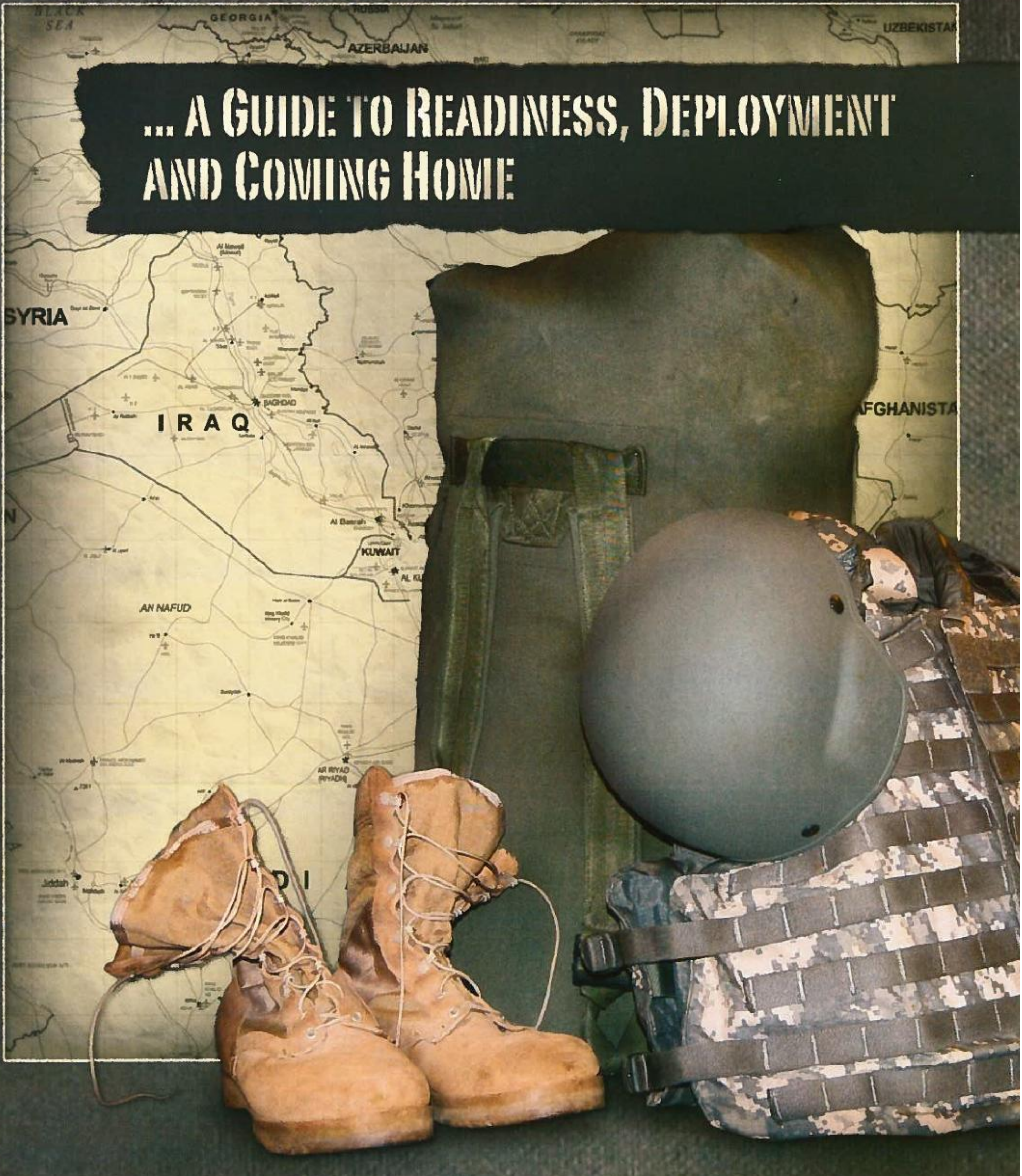
A Defense Intelligence Agency Publication

READY TO DEPLOY

... A GUIDE TO READINESS, DEPLOYMENT AND COMING HOME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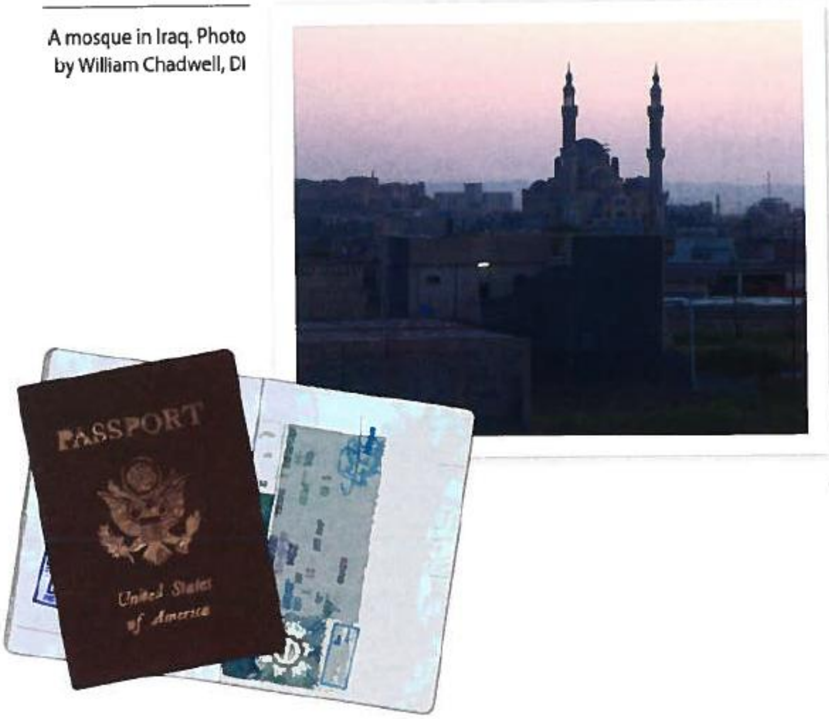

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www.dia.mil

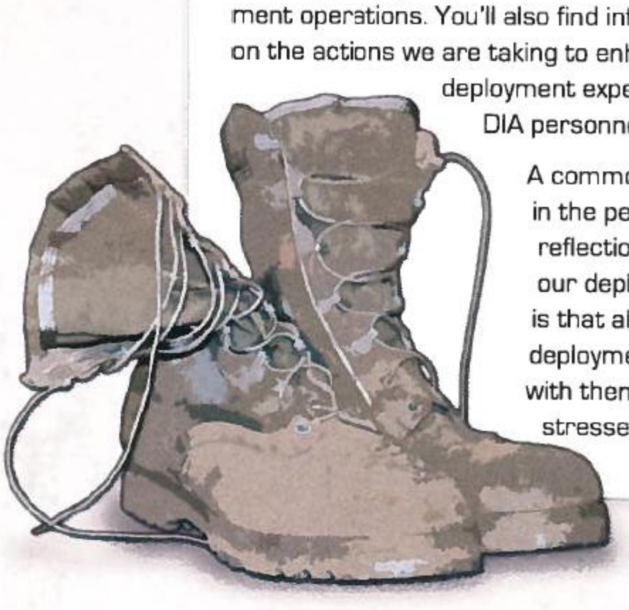
This issue would not have been possible without the many stories and photos from DIA's deployees. The Internal Communications staff would like to give a special thanks to all who contributed.

WELCOME LETTER

FROM THE OFFICE OF ENTERPRISE OPERATIONS

The Global War on Terror, as the director has stated, is DIA's number one priority. Our role in the war is enduring and, by the nature of this conflict, is not limited to one theater of operations. This makes the agency's presence in several global locations imperative. And although we are facing uncertain futures in the two primary theaters, Iraq and Afghanistan, our presence will likely be required in some capacity for the foreseeable future. Consequently, the need to be ready to operate worldwide will not diminish any time soon — a full range of threats and the need for DIA capabilities could arise in any area of the world. The agency must remain ready to respond to the needs of the nation's leaders, and we must be able to effectively and efficiently bring personnel to a state of readiness sufficient for them to work in any theater required.

This special edition of the Communiqué is devoted to personnel readiness, particularly the capstone of our readiness efforts: deployment into an area of responsibility. There are examples of personal experiences from those who have deployed, as well as articles outlining the agency's readiness and deployment operations. You'll also find information on the actions we are taking to enhance the deployment experience of DIA personnel.



A common theme in the personal reflections of our deployers is that although deployments carry with them many stresses — the climate, living conditions, work environment, operations tempo and concerns for safety — the experience itself is extremely rewarding and beneficial to the employee's perspective as an intelligence professional. That's proven to be true whether one has worked in analysis, collection, logistics, communication or any other operational mission to provide the right knowledge to our combat customers and nation's leaders. It's just as important to bring our personnel home and get them back to work in order to take advantage of their experiences; we've included information here on efforts to make the reintegration process smoother and more effective.

Aside from our known deployment requirements, we have to be ready to respond to commanders' emergent needs in any location. Therefore, it's critical to have processes and practices in place to keep our personnel ready, even when not assigned to specific deployment positions. You'll see information on the emerging DIA readiness program on Page 14.

Although filled with useful information, we realize this publication cannot cover all deployment or readiness topics. I encourage you to discuss deployments with your directorate deployment mission manager or contact the Office of Enterprise Operations (DAE) if you're interested in taking advantage of one of the more than 800 positions that we deploy worldwide, or if you would like to hear more about DIA readiness. You won't regret it.

Robert Adams
Chief, Office of Enterprise Operations

DIA AT THE READY

By Anthony Delegge, DA

Above - A typical street view in Qatar. Photo provided by Brian Nickey, CP

DIA is a combat support agency providing timely, objective and cogent intelligence to warfighters, defense planners, and defense and national security policymakers. In meeting its global intelligence mission, DIA's forward deployed footprint is larger today than at any time in its history, with more than 500 personnel routinely co-located with U.S. military forces in Iraq, Afghanistan and other locations around the world. Accordingly, DIA must possess the ability to ensure the work force is in a high-state of readiness.

Left - Paul Hanson, Central Issuing Facility manager, helps fit Virginia Cochran with her deployment gear. Photo by Paul Cianciolo, CP

To make certain all DIA military, civilian and contractor personnel are "ready" and properly prepared to meet deployment requirements, DIA established the DIA Readiness Center (DRC), formerly known as the DIA Deployment Center (DDC). The DRC operates under the Directorate for Mission Services (DA) through the Office of Enterprise Operations (DAE). In close collaboration with DA's Engineering and Logistics Services (DAL) and the Directorate for Human Capital (HC), the DRC provides the full spectrum of support to deploying individuals to include deployment training, medical and psychological evaluations, weapons training, equipment issue, civilian and military personnel services, and transportation and logistical services.

Housed at the DIA Logistics Operations Center in Landover, Md., the DRC provides a one-stop capability for deployment operations. It allows DIA to manage its own deployment mission requirements in an efficient and cost-effective manner and reduces demand on the services for deployment support. The DRC also provides an opportunity for the intelligence community (IC) to collaborate and standardize deployment processes. Partnering efforts have begun with the National Geospatial-Intelligence Agency to maximize joint training, collaborative deployment preparation and cost sharing. Additionally, DIA is engaging other IC partners to do the same. Over time, this will result in a more cost-effective and efficient IC-centric deployment process.

DIA is committed to its role as a combat support agency responsible for supporting worldwide military operations. The DRC is a key investment in ensuring DIA is in a high-state of readiness and is able to meet global commitments. Most importantly, it is DIA's commitment to ensure our personnel are adequately trained, prepared and supported in the execution of their deployed mission responsibilities in defense of the nation.

DEPLOYMENT 101

By Brian Gabenski, DA

What is the typical deployment process?

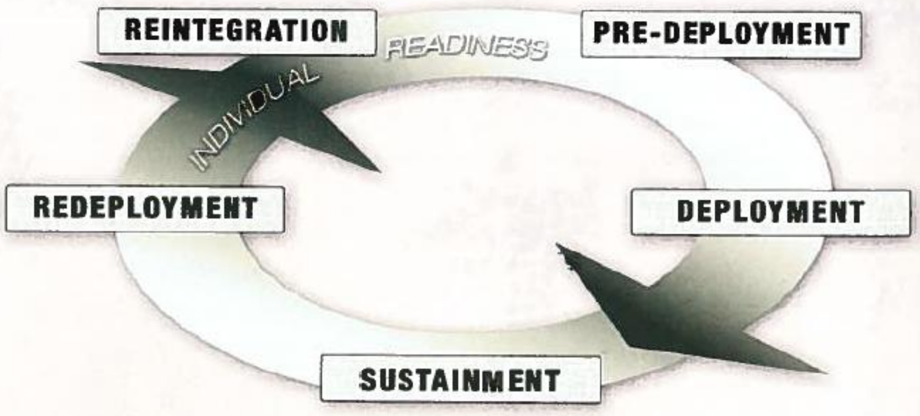
The process can best be described through the deployment and readiness lifecycle pictured below. The deployment process can be broken down into five stages centered around individual readiness: pre-deployment, deployment, sustainment, redeployment and reintegration. The process is cyclic, because no matter how many times you deploy, the need to complete each stage is always there.

Pre-deployment is an individual's nomination, selection, preparation and training. The very first step is finding a deployed billet, determining if you're qualified and volunteering for the position, all of which is done directly with your directorate's deployment mission manager (DDMM). DDMMs work your nomination through the DIA Readiness Center (DRC) and notify you of selection. Upon selection, the DRC appoints a mission manager who ensures medical and psychological screenings are completed, schedules attendance in the DIA Deployment Qualification Course (DDQC) and/or Individual Protective Measures Training (IPMT), and confirms receipt of clothing and equipment.

The deployment stage is the physical piece of transporting a deploying individual into theater. The DRC coordinates all theater clearances, travel arrangements and deployment orders to get deploying personnel to their in-theater mission location.

Automatically tied to deployment is sustaining an individual while they are in theater. DIA has developed defense intelligence support offices (DISOs) in Iraq and Afghanistan, with additional support elements in the Combined Media

DEPLOYMENT & READINESS LIFECYCLE



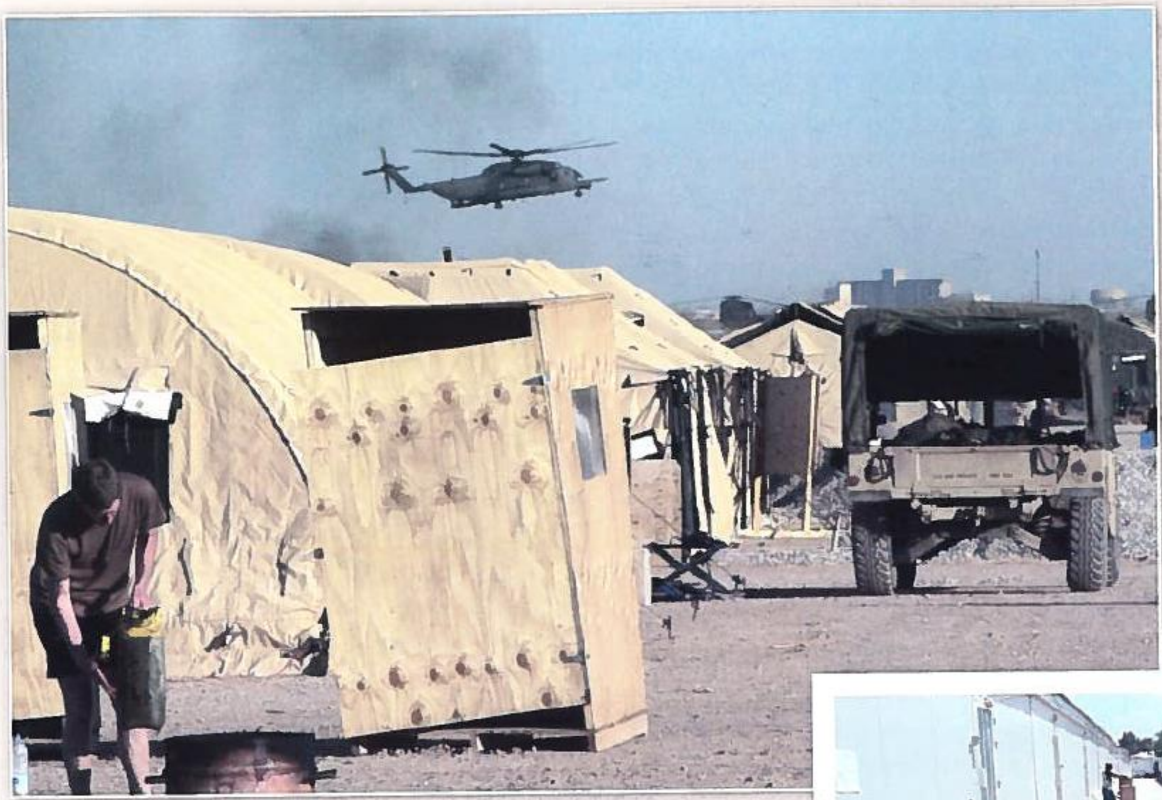
What is your best advice for someone going on their first deployment?

Talk to someone that has already deployed to your duty station. Ask them a lot of questions! Those who have served in the same role know exactly what to bring and what to expect. When deploying to a combat zone, expect a fairly high stress level for a while and be ready to operate with limited sleep at times. In time you will become more comfortable with the tempo of operations.

What was the best part of being deployed?

Building confidence by learning to operate effectively outside my normal comfort zone. It was also extremely rewarding knowing the military units you support can immediately benefit from the effort you put forth. The close friendships you make in the field will benefit you in the future, both personally and professionally.

— David Humphreys, DI
Sunni team analyst at Camp Slayer in Baghdad, Iraq



Left - Daily life on base in northern Iraq. Photo by William Chadwell, DI

Below - Personnel relax outside of quarters in Camp Slayer. Photo by Norman "Rick" Denny, DI

Processing Center – Qatar (CMPC-Q). The DISOs are responsible for personnel accountability, billeting, weapons, and other mission support and services to all deployed individuals within their area of responsibility. An additional key element is their support for the redeployment, or returning home, of individuals.

The DISOs work in close collaboration with the DRC to ensure deployed individuals complete all required tasks to exit the theater of operations. This includes completing personnel actions, turning in equipment and arranging your travel itinerary back home.

Once you return home, the DRC is your location for reintegrating back into the work force — scheduling post-deployment medical and psychological screenings, completing travel vouchers, turning in any remaining gear, and submitting the necessary paperwork for the deployment incentive.

In all, the stages tie into one's individual readiness; maintaining and updating your deployment records greatly assists in future deployments because an individual can bypass certain requirements with appropriate documentation. Additionally, this state of readiness condenses the time it takes to deploy. For example a 30-day pre-deployment process could be cut down to 14 days based on training and medical requirements already completed. The time saved during that period is cost efficient for DIA and allows individuals more time for themselves and their families.

Where can I go to find out what deployment opportunities are available?

The Office of Enterprise Operations' (DAE's) Global Force Management Team (GFM) manages all DIA actions to define, validate and satisfy deployment commitments, and is a key source for learning about opportunities. The best place to find out about deployment opportunities is to access the DIA Deployment Web site on JWICS: www.dia.ic.gov/homepage/da/deployment/index.html. A great resource on

the Web site is the Deployment Opportunities link, managed by GFM; the site conveys the most current information about deployment billets. It cross-links each deployed billet by country, pay band and skill set, then identifies the position by its tracking number, job title and the earliest available date to deploy, and soon will include job descriptions. It's a great step forward in advertising to the work force and will only get better with time. Opportunities are also listed on SIPRNet on the Internal Communications page. An alternate source with a wealth of knowledge is your respective directorate deployment mission manager (DDMM).

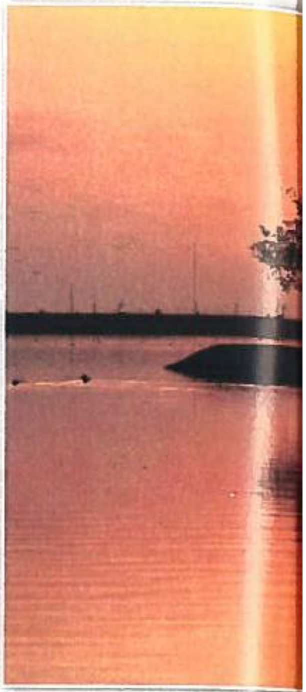
How do I volunteer?

To volunteer, contact your respective DDMM (see Page 8). The DDMM is responsible for nominating and processing personnel for deployment. If you are selected for deployment, the DDMM will notify you and provide a time frame to prepare for departure. Typically this is 30 to 90 days.

LTC John Sutter, DI, second from right, and his British colleagues in Herat during an infrastructure survey of Afghanistan. Photo provided by Sutter

The majority of deploying individuals are volunteers; however, do directorates involuntarily deploy personnel?

Currently DIA is filling the majority of deployments with volunteers. However, the agency may direct individuals to deploy based upon mission requirements and expertise needed for the execution of its global mission if a requirement cannot be satisfied by a volunteer.



I've been selected for deployment; where do I go for information?

In addition to your DDMM, the DRC provides a one-stop-shop capability for deployment operations and full-spectrum support to individual employees identified to deploy. Information on deployments is coordinated through the DRC and can be found on the Deployment Web site, accessible through the Internal Communications page or the Directorate for Mission Services (DA) home page. The site synchronizes the latest information regarding pay, benefits, training, medical requirements, family support and deployment processes.

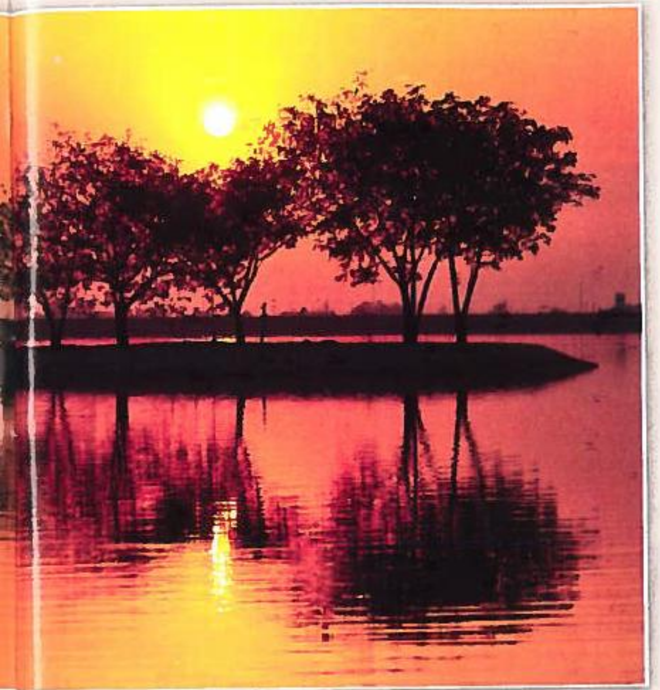
Other venues for information include a quarterly Pre-Deployment Family Support briefing designed to inform attendees about programs and services available to assist them and/or their families during deployment.

The Directorate for Human Capital (HC) provides consultations with a human resources manager for DIA employees scheduled to deploy. They provide detailed information about your pay, benefits and applicable entitlements while deployed.

Employee Assistance Program (EAP) services are available to meet the work-life needs of all employees and their families to help ease the burden of separation. EAP also offers support to employees and their families when they return home.

Does DIA offer deployment incentives?

DIA offers deployment incentives in fixed amounts of $8,000 or $16,000 for satisfactory completion of six- or 12-month deployments, and prorated amounts for tours less than 179 days. Deployment incentives are not tax-exempt.



Left - Sunset over Camp Slayer. Photo by David Humphreys, DI

Below - Head nurse Michelle Humphrey prepares to draw blood from Virginia Cochran, DAL staff officer, during a medical exam at the deployment center. Photo by Paul Cianciolo, CP

The incentive is paid after the employee returns home with no service obligation to DIA once it is paid.

What is the post-deployment process? What feedback have you received from returning personnel?

Individual feedback on our processes is a great driving force for change; we ask every deploying individual to complete a pre-deployment and post-deployment survey. The surveys give insight into our processes and help us identify the gaps and areas in which policies and processes can be crafted to overcome those shortfalls.

The DRC is working hard to develop a new process for redeploying individuals and conceptually everyone will complete certain tasks while forward deployed through their support offices. Upon returning home individuals are required to finish all tasks before returning to their original home office. Redeploying individuals are going to notice a structured and personalized process providing responsive personnel and logistical service.

When I get home, can I take leave?

Yes. Employees are granted administrative leave to reunite with family members and take care of personal issues. The amount of time is directly related to the length of deployment.

Deployment Length	Administrative Leave Granted
Four months to one year	Five duty days
Two to four months	Three duty days
One to two months	One duty day

Employees also receive one week of half-day administrative leave for the first week they return to the workplace.

What was the best part of being deployed?

The opportunity to be part of history. I think that every analyst has a bit of historian in him/her, so the chance to get out and experience a place like Iraq up-close and personal was a real treat.

How are you bringing lessons learned from your deployment back into your work here?

I have a new-found respect and enthusiasm for analysis, and I believe this helps me to do better work, have better relations with my co-workers and leadership, and ultimately contribute to making my work environment a more productive one.

— Brian Straight, DI
Embedded analyst in Mosul, Iraq

COL Andrew Frank, DI, with local Afghans . Photo provided by Frank

What was the best part of being deployed?

The mission — you get to provide a different kind of support and see the impact more clearly than from the states.

What is the most memorable experience you took away from your deployment?

The friendships. It's amazing how much the people you are deployed with will come to mean to you.

How are you bringing lessons learned from your deployment back into your work here?

I work the same mission here, only at the strategic level; the change in perspective has been very helpful.

— Catherine Oemig, DI
Analyst for the Personnel Recovery Division at the U.S. Embassy in the International Zone in Baghdad, Iraq

Now that I've returned, if I deploy again do I have to go back through the entire process?

Every time an individual deploys, they must complete the process. That doesn't necessarily mean it will be done in the exact same manner because some requirements may be bypassed, such as the DDQC, which is valid for one year after the last date of deployment, or the IPMT, which is valid for two years. Medical and psychological screening processes are good for one year. This is information you need to document, hang on to and provide to your DDMM during your next nomination process.

Directorate Deployment Mission Managers		
DA	Jay Tookes	(202) 231-4252
DAC	Victoria McIntyre	(703) 907-0970
DC	Dial Dickey	(202) 231-7709
DH	Cliff Wicks	(301) 394-5360
DI	Carlton (Carl) Geary	(202) 231-1656
DI/JITF	Bruce Wynn	(202) 231-1408
DJ	Angela Cole	(202) 231-1943
DS	Frank Scerbo	(202) 231-5856
DT	Marcia Zimmerman	(703) 907-1245
EUCOM	Mary Ann Pickenstein	(99-011) 49-711-680-6042
FE	Linda Wozniak	(703) 697-5193
GC	Elisa Skibsrub	(703) 693-2362
HC	Bill Castillo	(202) 231-2345
IE	Brian Bodi	(703) 614-5131
IG	Denise Sprouls	(202) 231-1017
J2	Robert Fern	(703) 697-1499
MC	Steve Kerda	(202) 231-3068
MSIC	Donald Wheeler	(256) 313-7510 (DSN 897)
NMEC	Michelle Coffey	(703) 275-8341
NSA	LCDR George Greenway	(301) 688-4301

If your directorate is not listed, contact the DRC.

DRC Contact Numbers	
DRC Chief	(301) 394-5231
DRC HR Manager	(301) 394-5339
DRC Mission Manager	(301) 394-5244

To find the most current list of DDMMs, visit the DIA Deployment Web site.

EMPLOYEE ASSISTANCE PROGRAM AT YOUR SERVICE

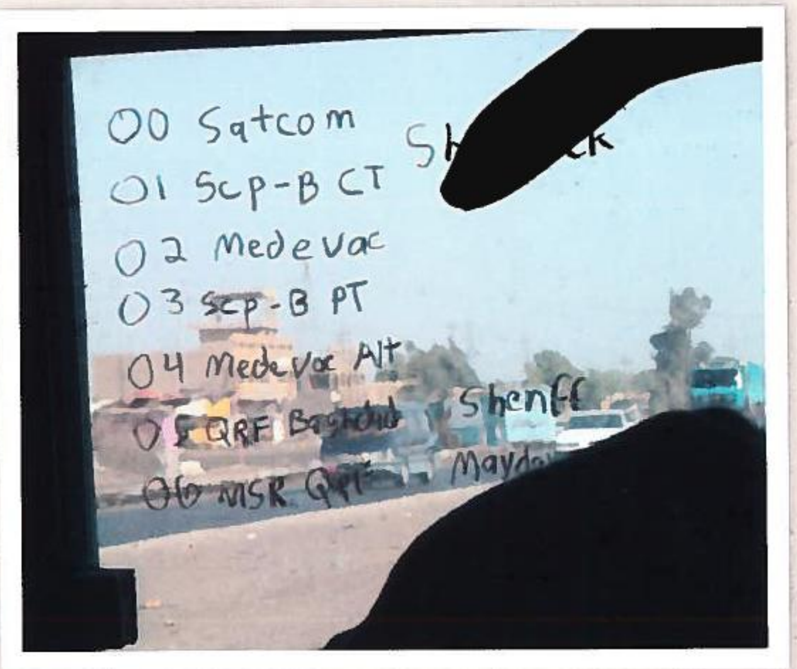
By the Employee Assistance Program, HC

When employees prepare for deployment, they receive a myriad of country briefings and security updates, as well as training and equipment in the months prior to departure. The DIA Readiness Center is a one-stop-shop for agency deployments. As part of the deployment process, the Directorate for Human Capital's Employee Assistance Program (HC/EAP) also offers useful services.

The EAP Office offers individual consultations to help ensure that DIA military and civilian employees and their families are equipped with the resources to manage the stress that can accompany separation from friends and loved ones during deployment. EAP consultants can provide confidential, one-on-one pre-deployment consultations.

Above - A sign warns passers-by of an area laced with mines. Photo by COL Andrew Frank, DI

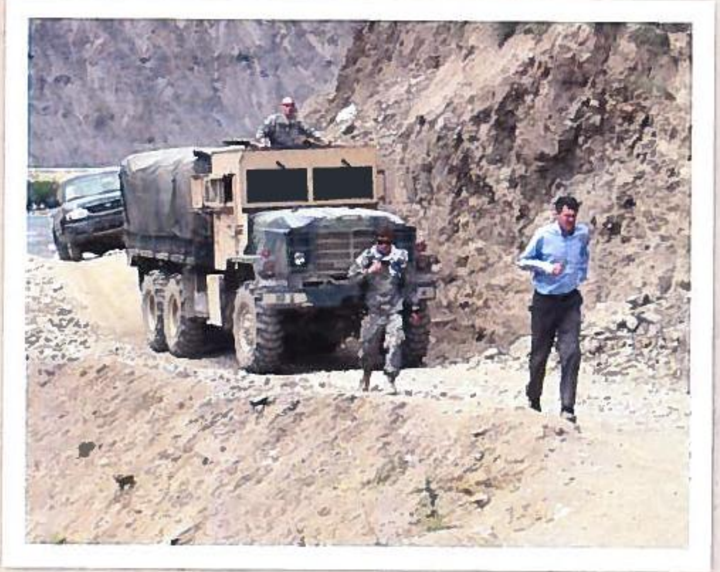
Through the EAP pre-deployment briefings, people are able to establish a confidential relationship with professional helpers before they deploy and learn about the valuable services the EAP has to offer. Through this personal connection, they can explore what it's like for a person leaving home and entering the unfamiliar. Likewise, they can also discuss issues related to the subsequent return to the workplace and reintegration with family. This helps employees become familiar with the wide range of issues related to deployment adjustment.



Left - Radio codes written on a windshield serve as a constant reminder of the danger on the ground. Photo by Norman "Rick" Denny, DI

During the EAP consultation, employees receive information about stress management, including post-traumatic stress disorder and other acute stress syndromes — serious conditions that can occur during or after deployment. Employees also receive tools that help identify stress and trauma symptoms so they know how to manage reactions and determine when to seek professional help. In addition, EAP counselors talk with parents about how to help their children deal with the emotional aspects of separation. They also provide age-appropriate tips on how to discuss deployment and separation.

Above - Inside the Victory Over America Palace on Camp Slayer. Photo by Brian Nickey, CP



Right - An armored vehicle carrying humanitarian supplies rumbles along the narrow dirt roads of the Panjshir Valley in Afghanistan. Photo by C. Ray Maternick, DI

Employees and immediate family members can access EAP services 24/7 through the telephone and the EAP Onesource Web site that offers access to licensed professionals. The site is found at www.eaponesource.com — user ID is "Portland" and the password is "Life." Some of the services available from these two access points are:

- Free financial consultation
- Child and eldercare referrals
- Interactive tools such as financial and mortgage calculators
- Legal consultation and documents
- Web-based articles, live seminars and free booklets
- Telephone consultations for special needs research, such as relocation assistance, neighborhood and market profiles, auto parts and listings for licensed home repair contractors

EAP pre-deployment consultations are available by appointment Monday through Friday from 7:30 a.m. to 3 p.m. You may schedule a briefing by calling (202) 231-8699. Missile and Space Intelligence Center (MSIC) employees may call (256) 755-7057.

The EAP 24/7 telephone service is available anywhere in the world and is confidential. You

can access licensed professionals by calling:

Within the continental U.S.	(866) 543-3957
Outside the continental U.S.	(800) 237-42374*
*(note: extra number needed for OCONUS access)	
Collect	(484) 530-5908

TO SCHEDULE A PRE-DEPLOYMENT PAY AND BENEFITS BRIEFING

HC's Office of Human Resources (HCH), provides personalized pre-deployment pay and benefits consultations to civilian employees. Human resources managers answer your questions about deployment pay, entitlements, benefits and the extended deployment incentive. You also have an opportunity to review your personnel records and change benefit elections and beneficiary forms.

The following topics are covered during the briefing:

- Premium pay and post differential/danger-pay entitlements
- Extended deployment incentive
- Compensatory time for travel
- Time and attendance recording/reporting
- Health and life insurance coverage
- Workers' compensation
- Performance appraisal process while deployed

To schedule a pre-deployment briefing, contact the Civilian Operations Division (HCH-1) at (202) 231-4044. Defense Counterintelligence and HUMINT Center (DX) employees should call (202) 533-0954.

Local Afghan women at a market in Afghanistan. Photo by COL Andrew Frank, DI

What is your best advice for someone going on their first deployment?

Find out as much as you can about your future job and billeting arrangements. Go with an open mind and a positive attitude. See this deployment as an adventure where each moment is to be savored. Finally, work is accomplished through relationships; always put your best foot forward.

How are you bringing lessons learned from your deployment back into your work here?

I have a much deeper and richer understanding of the intelligence process, as well as a greater appreciation for those on the front lines.

— John Snyder, HC
Deputy chief of NMEC in Bagram, Afghanistan

What is the one thing you would say to those considering deployment?

There is no "safe" rear area in Iraq. While Camp Slayer and other areas may have been quiet for six months, it could be the target of a major attack tomorrow. Anyone considering deploying should keep in mind that they can walk up and find themselves dead anywhere in Iraq or Afghanistan. Is the risk high? It depends on the situation on the ground. Should it deter them from deploying? It is something they will individually have to decide. Still, it will likely be the most rewarding tour of their professional career.

What is the most memorable experience you took away from your deployment?

Getting shot at, several times. Luckily, the insurgents are generally lousy shots.

— Norman "Rick" Denny, MSIC

Ballistic missile analyst in Baghdad, Iraq (2004), DH embedded analyst in Kirkuk, Iraq (2006-2007) and analyst in Baghdad, Iraq (2008)

DON'T FORGET YOUR CAC

By Randolph Gresham, DA

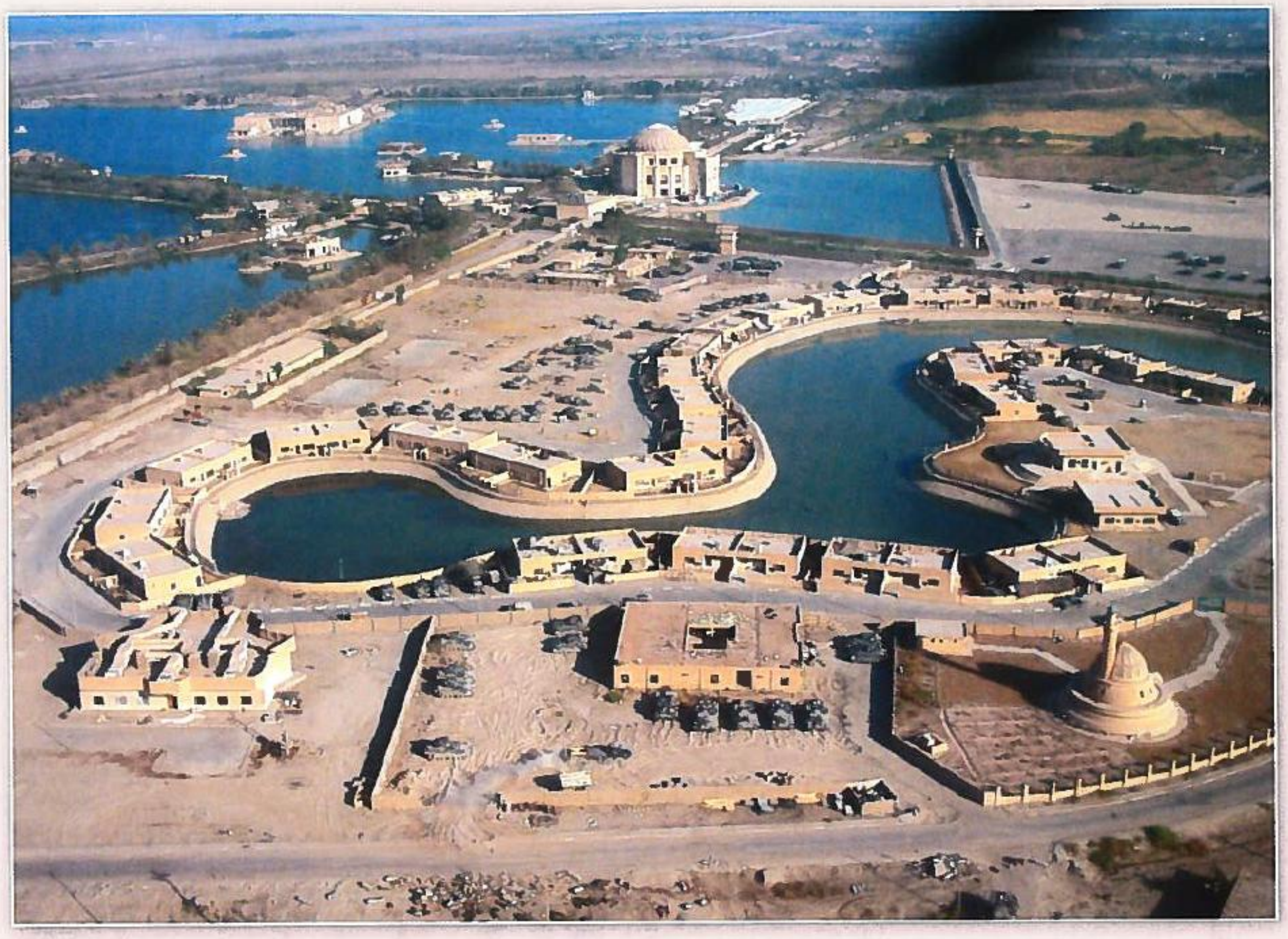
Whether you are deploying overseas or walking around a government facility, every DIA employee should carry their common access card (CAC).

CAC policies are complex because they vary for different situations. For a deployment overseas, you will need a Geneva Conventions (GC) CAC. A GC CAC is for use outside of the continental United States (OCONUS) and is issued to DIA non-combatant civilian employees, emergency essential civilian employees and contingency contractor employees who are being deployed overseas to high threat countries like Iraq, Afghanistan and Qatar. Printed on this card are the protections granted to the bearer under the GC, and authorization privileges for use of overseas patronage. The cards are issued for specific time periods of deployment, as privileges assigned to this type of CAC are not authorized in the United States. To obtain a GC CAC, you need an official passport and a copy of your orders, if available, at the time of issuance.

How do I get a CAC?

If you are obtaining a CAC for the first time or renewing your existing CAC, you will want to know the simple two-step process:

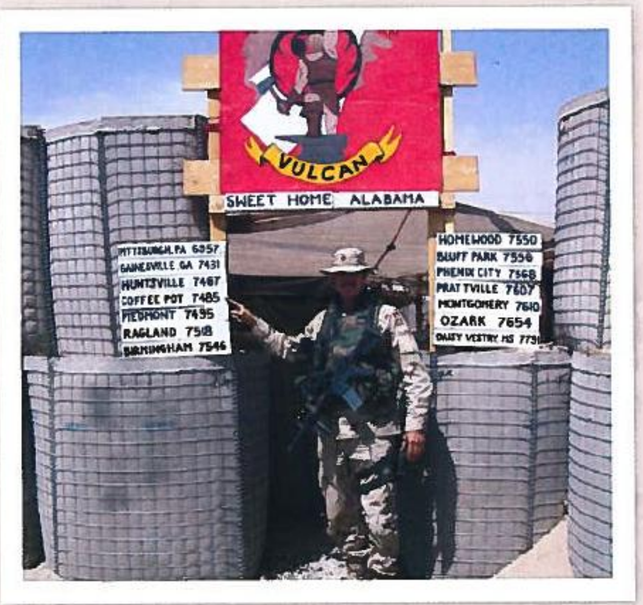
A motorcycle flies past a man carrying a bundle of straw on a horse-drawn cart in Afghanistan. Photo by COL Andrew Frank, DI



Above - An aerial view of Camp Slayer, Iraq. Photo provided by Brian Nickey, CP

Step 1: Have the Directorate for Human Capital (HC) verify that you are entered into the Defense Enrollment Eligibility Reporting System (DEERS).

Step 2: After verifying you are in DEERS, visit any of the Real-time Automation Personnel Identification System (RAPIDS) Centers worldwide to obtain or renew your CAC. DIA RAPIDS sites in the Washington, D.C., area are located at the DIAC in Room N-153, and at Clarendon in Room 600F. Be sure to take two forms of identification as required, with one showing your photo. If you have a current or expired CAC, you can use that as a valid form of identification.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SWEET HOME ALABAMA
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GAINESVILLE GA 7431
HUNTSVILLE 7467
COFFEE POT 7485
PIEDMONT 7495
RAGLAND 7518
BIRMINGHAM 7546
HOMEWOOD 7550
BLUFF PARK 7556
PHENIX CITY 7568
PRATTVILLE 7607
MONTGOMERY 7610
OZARK 7654
DAISY VESTRY MS 7791

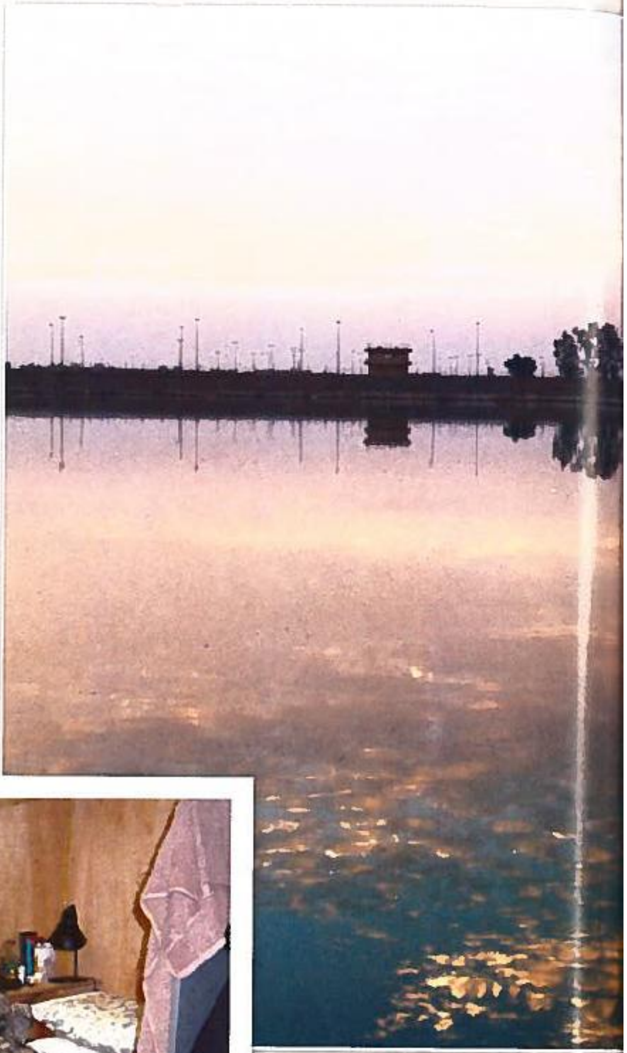
Left - Terry Grisham, DI, at Forward Operating Base Ghazni in Afghanistan. Photo provided by Grisham

If you would like to discuss CACs more in depth, please contact Randy Gresham, chief of the Special Security Branch (SSO) at (202) 231-6405. You can also visit www.cac.mil on NIPRNet, or visit the JWICS Web page at http://www.dia.ic.gov/homepage/da/security and click on Clearance/Badging.

DIA READINESS

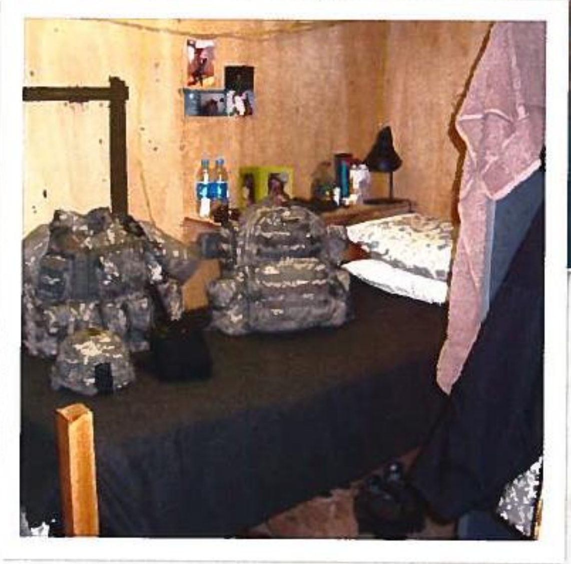
DEPLOYMENTS AND BEYOND

By the Office of Enterprise Operations, DA



As chief of the Office of Enterprise Operations (DAE) Bob Adams emphasized in his welcome letter, DIA's role in the Global War on Terror is enduring, and our presence in several global locations is imperative. Despite an uncertain future in Iraq and Afghanistan, our presence there will likely be required in some capacity for the foreseeable future, and our need to be ready to operate worldwide will not diminish any time soon.

In addition to known deployment requirements, DIA must be able to respond to combatant commanders' emergent needs in any location. Therefore, it's critical to have processes and practices in place to keep our personnel ready, even when they are not assigned to specific deployment positions.



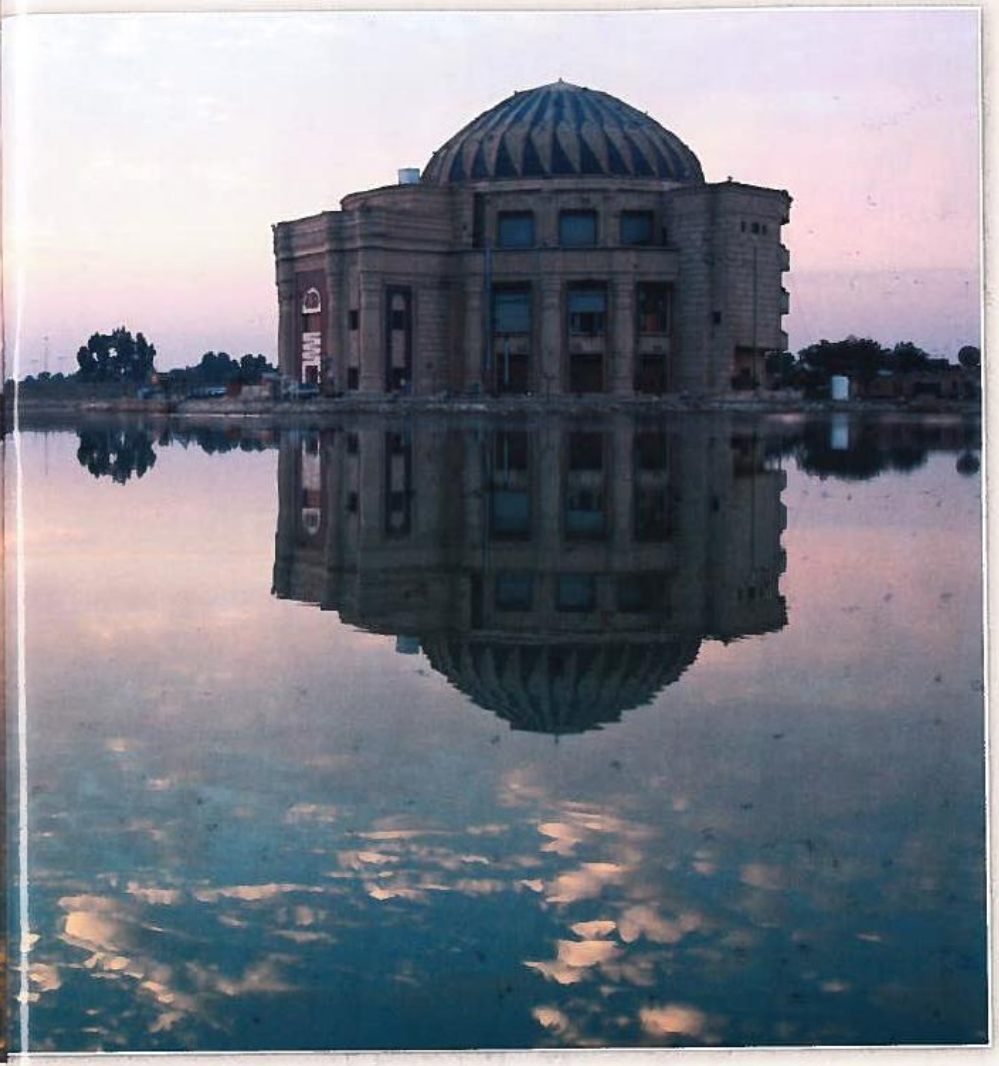
Above - The Perfume Palace on Camp Slayer. Photo by David Humphreys, DI

Left - Gear is packed and ready to go. Photo by COL Andrew Frank, DI

The Directorate for Mission Services (DA) and DAE have begun work on implementing a readiness program that will develop and maintain employees' ability to function anywhere in the world in response to mission requirements, regardless of short notice.

"Our nation is engaged in a long war against terrorism and violent extremism. Providing support to our Soldiers, Sailors, Airmen and Marines engaged in insurgencies in Iraq and Afghanistan and the Global War on Terrorism is our first priority."

— LTG Michael D. Maples, DIA Director
2007 - 2012 Strategic Plan



The agency's readiness program, centered within the DIA Readiness Center (DRC), will ensure that whether it's a full deployment or a short temporary duty assignment to a combatant command's theater of operations, DIA personnel will be trained, equipped and prepared to meet all global mission responsibilities. Working with the commands, the agency has already established policies and procedures based upon length and location of mission that all DIA personnel must meet when traveling to those respective regions.

The readiness program will be based upon agency- and directorate-specific mission needs. In accordance with their respective missions, each directorate will identify personnel to be trained and prepared to support current and future requirements. Individuals identified will begin required preparation; once that training is complete, they are in a "ready" status. This enhanced rapid-response capability allows DIA's expertise to be quickly enacted and sent in response to mission requirements whenever or wherever they may arise.

Readiness is more than processes and procedures; it is an organizational mindset that focuses on operational realities and building a long-term capability to respond to any planned or unplanned situation on a global basis. The DRC's efforts will help ensure the agency continues to successfully meet its mission needs in an expeditious and effective manner.

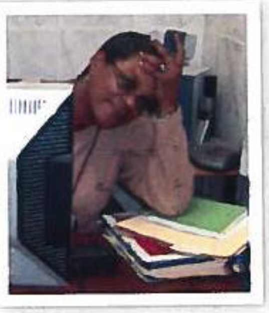
What is the one thing you would say to those considering deployment?

DO IT! The time goes by pretty fast and when it is time to leave you feel a sense of loss, but you leave with a great feeling of accomplishment.

What is the most memorable experience you took away from your deployment?

Meeting and enjoying the people that were deployed with me. The DIAC is so large that, other than the occasional greetings in passing, you do not get a chance to meet many of the people that work here. When you are deployed, you have a smaller community of people with whom you interact so you get to know everyone better. I now have many more people that I can call friends and look forward to seeing on the DIAC campus.

— Pamela Bradford, HC
Chief of human resources at Camp as Salaiyah in Qatar and Camp Slayer in Iraq



READY, AIM, LIVE FIRE

By Tyrone Bracy, DA

Manning the guns during a flight over Afghanistan. Photo by COL Andrew Frank, DI

For the past two years, the DIA Readiness Center (DRC), has functioned as a centralized deployment center. Located at the DIA Logistics Operations Center (DLOC) in Landover, Md., its mission is to prepare DIA and other intelligence community personnel for deployments around the world. Prior to establishing the DRC, multiple sources and venues were needed to meet the many pre-deployment requirements.

On Nov. 6 the DRC added weapons qualification to the extensive list of services it provides at the DLOC facility. Senior leaders from Counterintelligence and Security Activity (DAC) and the offices of Enterprise Operations (DAE) and Engineering and Logistics Services (DAL) gathered with Jim Manzelmann, deputy director for Mission Services (DA), to celebrate the official opening of the DLOC Live Fire Range Trailer (LFRT).

The view from downrange inside the DLOC Live Fire Range Trailer. Photo by Margan Kerwin, CP

With the establishment of the LFRT, all pre-deployment requirements can now be accomplished in one location, making the DLOC a true "one-stop deployment shop."

The concept for the LFRT initiative began when DAL and DAC subject matter experts presented the idea of acquiring the system to DAL and DA leadership. After a thorough cost/benefit analysis, the initiative was approved in December 2007 and nine months later, the LFRT was delivered to the DLOC. Training in the LFRT began Oct. 1, and since then more than 200 individuals have used the facility. Comments from individuals who use the facility are overwhelmingly positive.

The LFRT permits DIA deploying individuals and security professionals to achieve initial and re-qualification weapons training with designated weapons in a DIA-owned and operated facility. Other benefits of the LFRT include an improvement to readiness and deployment capabilities through reduced travel cost and time; better quality control of course content; and greater flexibility to meet emergency training needs. The LFRT is also more ecologically friendly than traditional range training: the LFRT reduces hazardous waste by permitting only lead-free ammunition in the facility. The trailer also removes unhealthy gases released by firing a weapon through the use of an integrated air filtration system.

DA is committed to providing the best possible support to its customers. Ensuring that the deployment process is efficient and hassle free is one of our primary objectives, and DA will continue to re-evaluate its deployment processes and procedures to meet that goal.

WEAPONS TRAINING AND CERTIFICATION

By the Office of Enterprise Operations, DA

The DIA Readiness Center (DRC) is responsible for the DIA Weapons Training and Certification Program for deploying DIA personnel. The DRC works with Counterintelligence and Security Activity (DAC) to continuously improve the program and ensure DIA personnel possess the appropriate training and equipment for agency deployment missions. This fiscal year oversight of DIA's weapons programs will transfer to DAC, while training and certification activities will remain with the DRC.

Deployed personnel have the opportunity to use firing ranges while in theater. Photo provided by Christina Carillo, J2

DIA weapons training and certification is provided to each DIA employee deploying to U.S. Central Command's area of responsibility. Deploying individuals must complete the training prior to their arrival in theater; if a weapon is required, it will be issued upon arrival to the deployed duty station. If however, the deployee does not complete the training prior to deployment or travels without processing through the DRC, the DRC cannot guarantee the timely authorization and issuance of a weapon in theater.

Each deployee is provided weapons training based on their specific deployment mission and destination. While some receive additional weapons training/certification, at a minimum each DIA civilian and military employee is trained and certified with either the M-9 or M-11 9 mm pistol for personal protection.

The procedures for issuing a weapon in-theater vary depending on the final destination of the deployed personnel. The DRC will arrange for the issuance of a weapon based upon mission requirements.

It is important to note that as a rule DIA does not issue weapons to deployees prior to departure. This is consistent with international travel restrictions and security concerns, and reduces the potential risk of loss or theft of a DIA weapon. For questions regarding the DIA Weapons Training and Certification process, contact the DRC at (301) 394-5377/5339.

PREPARING DEPLOYEES FOR REAL LIFE

By Cornelius Hayes, HC

DIA Director LTG Michael Maples has stated on several occasions that "deploying and returning an agency employee is one of the most important things we do as a combat support agency." Preparing employees to function and survive in a hostile theater of operation and return home safely is essential, and the DIA Deployment Qualification Course (DDQC) does just that.

DDQC's expert instructors provide employees vital skills through high-quality, real-world, hands-on training. Primary DDQC areas of emphasis include survival skills, such as medical emergency response to combat wounds; CPR; personnel evacuation procedures; response to enemy fire; convoy operations; nuclear, biological and chemical reaction; foreign culture; and life on a military compound.

The capstone of the course is a mass casualty exercise. Instructors create a real-world scenario at a forward operating base with casualties and wounded soldiers and civilians. Students are rushed onto the scene and must assess the situation, provide first response medical care and get the victims to a pick up point for rescue.

Students of HC's DDQC enter into a real-life scenario of an attack on a forward operating base in a theater of operations. Instructors add to the chaos of the scene with groans, radio communications and calls for help. They also provide instruction and encouragement to the students, repeatedly saying "Reassess, re-evaluate, reassure. You do know what to do!"
Photos by Margan Kerwin and Brian Nickey, CP

"This exercise provides a sense of confidence and a willingness to become

The streets of Baghdad, Iraq. Photo by David Humphreys, DI

involved if there is an incident," said course instructor Morris Carpenter. "This is an opportunity for them to display leadership if they come upon a scenario like this in the field."

"All types of people come upon something like this and freeze," Carpenter continued. "We're trying to get them to overcome that."

The future of DDQC includes such improvements as an introduction to combat vehicles, realistic capstone exercises and partnering with the Department of Defense's Wounded Warrior program to sharpen the realism of the course. These efforts will mark DIA as a premier provider of deployment training for the intelligence community. This is highlighted by the National Geospatial-Intelligence Agency (NGA) and the National Reconnaissance Organization requiring all of their deploying personnel to complete DIA's DDQC.

Last year the Office of Enterprise Operations (DAE) conducted a Lean Six Sigma study that recommended transferring the DDQC to the Directorate for Human Capital's Office of Learning and Career Development (HC/HCL). This transfer happened Oct. 1.

Transferring the DDQC to HC has quickly produced course improvements, including integrating it into the eZHR management system. This streamlined the course enrollment management process and the certification of agency personnel for deployment. And for the first time, employees receive credit in their agency's electronic training record and a certificate of DDQC course completion. Moreover, DIA is enjoying significant cost savings by employing existing assets and improved delivery through the instructional systems design process. DDQC is now well-positioned to become more interactive and civilian-focused through blended learning, which strikes a balance between resident and online learning.

In addition, groundbreaking policies and procedures have been created through joint DAE, Office for Engineering and Logistics Services (DAL) and HCL staff efforts. Attendance and standards, completion certificates, course waivers, staff/instructor responsibility, metrics, and critiques will all help improve course effectiveness now and in the future.

DDQC is held weekly at the DIA Logistics Operations Center in Landover, Md. Selection for attendance is handled by the Deployment Readiness Center. For more information about the DDQC, contact Cornelius Hayes at (202) 231-6036, or Jason Roberts at (202) 231-6063 (DSN 428).

What is your best advice for someone going on their first deployment?

Once you arrive, be flexible. Whatever you end up doing may not be what you expected, what you were told you'd be doing, or where you thought you'd be doing it. Whatever it is, if you don't cover that mission, no one will — so dive in and do your best as a team player.

What is the one thing you would say to those considering deployment?

Unlikely as it will seem to you in your first chaotic week of a six-month deployment, you will be a local mission expert in two months, and the local mission expert in four months. So relax, learn from everyone around you. Enjoy the learning curve, the mission and being part of a team performing critical work in support of the DIA mission.

— Erik Jens, NDIC
DIA detachment chief in Bagram, Afghanistan

FROM CIVILIAN TO ACTIVE DUTY

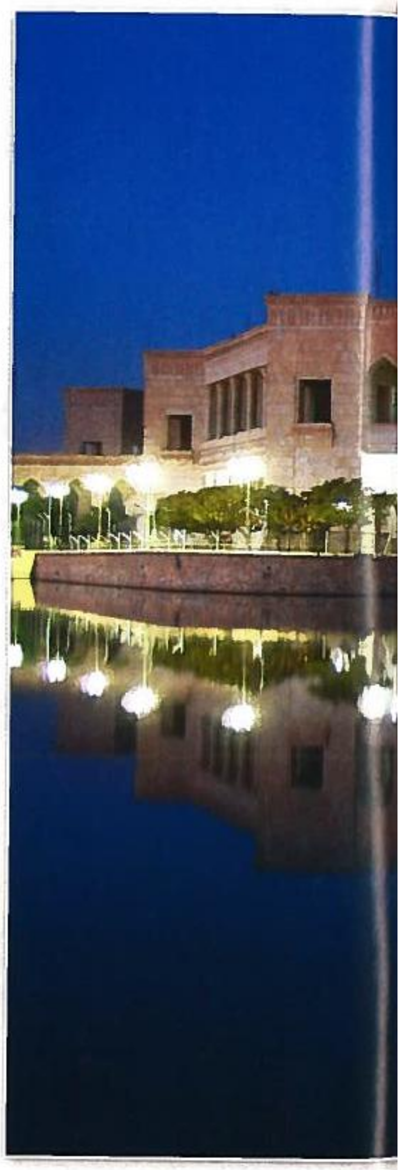
DEPLOYING FOR DIA AS A RESERVIST

By LTC John Hightower, HC, and MSG Michael Blount, U.S. Army Reserves

Agency-wide, DIA maintains about 800 standing and temporary deployment requirements and the leadership of the agency largely looks internally to fill them.

As a DIA civilian with military Guard or Reserve affiliation, you have an additional option that your purely civilian contemporaries don't: In addition to deploying as a civilian, you can apply to deploy as a military member. Both statuses have advantages, but applying for deployment in a military status offers benefits in terms of pay and allowances, tax exemption, participation points, and, in many cases, additional flexibility in selecting potential positions. For instance, a pay band 3 civilian employee who is also a lieutenant colonel in the Army Reserve can apply for selected pay band 4 deployment opportunities as a military member that he or she would not otherwise qualify for.

With that in mind, how does the process work?



STEP ONE – IDENTIFY THE POSITION

Whether deploying as civilian or military, there is a common starting point. The Office for Enterprise Operations (DAE) is both the mission manager and gatekeeper of all DIA deployment opportunities. DAE maintains an up-to-date list of every DIA overseas requirement on JWICS, available through the Deployment link on the Internal Communications page. From there, select the pay band(s) that apply, considering both your civilian status and your military rank, and review the opportunities available. To deploy as a military member, you will need to identify an opportunity that matches your military qualifications, not your civilian ones. Be sure to check the vacancy dates – depending on your service and Reserve status it can take three months or more to process military orders, so allowing adequate lead time is essential.

What was the best part of being deployed?

The mission. The Iraq Threat Finance Cell identified al-Qaida in Iraq financiers for capture and then was present during the questioning of the insurgent financiers.

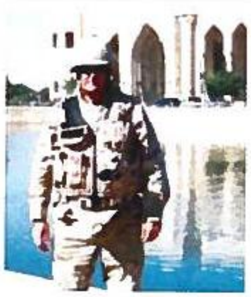
What is the one thing you would say to those considering deployment?

Go. It is a great opportunity and was far more interesting, educational, rewarding and demanding than I expected.

What is the most memorable experience you took away from your deployment?

Having the results of one of our operations approved by GEN Petreaus and included in the President's Daily Brief.

— Bill Stefan, ADD
Iraq Threat Finance Cell in Baghdad, Iraq

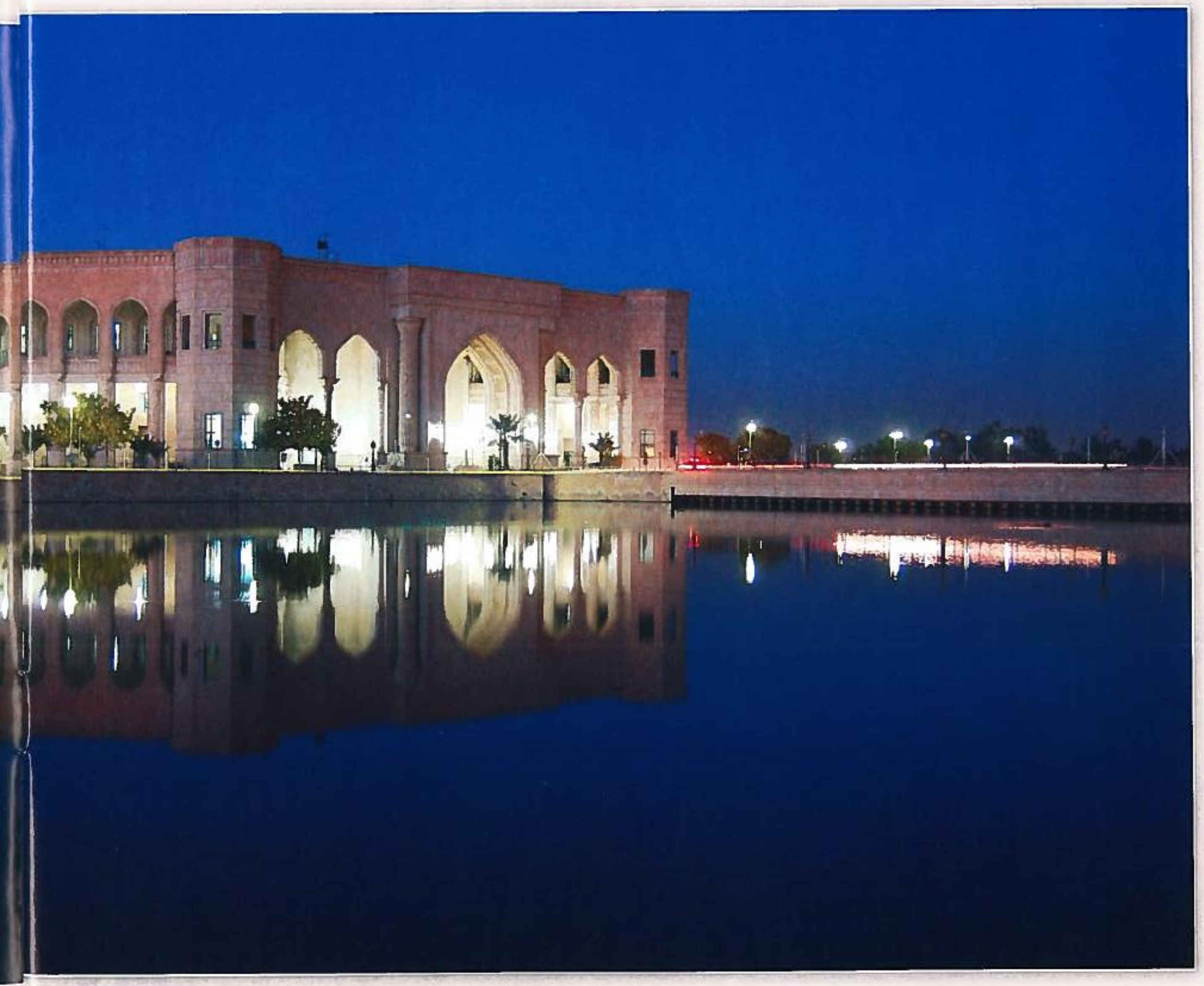


STEP TWO – APPLY

Because your division, office or directorate may not be the sponsor of the deployment you are applying for, you should be informing your supervisor(s) of your intent to fill a DIA overseas requirement as an active duty service member. There will be various continuity-related tasks you will need to accomplish to aid your co-workers, and providing them as much advance warning as you can is both common courtesy and good business practice.

Create a nomination packet, consisting of DIA Form MISC 235 and any other documentation the sponsoring directorate requests. If your home directorate is also your deployment sponsor, get the packet approved by your directorate's deployment mission manager (DDMM). If another directorate sponsors the deployment opportunity, the DDMM of that directorate accepts the packet and approves the nomination. Preparing a quality packet is critical. Even though you're already a DIA employee, as a military member you may be competing to fill the position against other military members, many of whom aren't affiliated with DIA but want to be.

Once a nomination is accepted, the DDMM will send your name to DAE. So you're ready to go, right? Sorry, you've only completed half the battle. The sponsor directorate accepted you and DAE wrote your name on the list, but they only wrote it in pencil. You still need to be brought onto active duty.



The Al Faw Palace in Baghdad, Iraq. Photo by David Humphreys, DI

STEP THREE – REQUEST ACTIVE DUTY ORDERS

Fortunately for you, your DDMM did more for you than accept your nomination and forward it to DAE. He or she also contacted the directorate's Reserve liaison officer (RLO) to begin the process of bringing you on to active duty. The RLO will assist you with the necessary documentation. Based on your service and Reserve status, packet requirements can vary from relatively simple to lengthy and complex, and there is no guarantee that your service will approve bringing you onto active duty to fill an agency requirement.

Below - DI's Terry Grisham, right, stands at a vehicle checkpoint in Afghanistan. Grisham deployed with the Alabama National Guard. Photo provided by Grisham

Right - Deployed personnel get up close and personal with some Afghan wildlife inside their buildings. Photo by COL Andrew Frank, DI

It's important to know that even though the director is a military member, DIA is a combat support agency (CSA), not a military command, and thus has no authority to bring Reserve service members on any form of active duty without the concurrence of the service in question. DIA doesn't fund military members who deploy, even when the deployment is to answer a DIA requirement. Your service funds your deployment and, if your duty is to be performed in a hostile fire zone or an imminent danger area, the odds of approval range from good (Army) to situation-dependant (Air Force) to rare (Navy and Marines). Policies within the services differ, but all requests are considered case-by-case. Your service will always have the final say in whether or not you can deploy in your military capacity.

If you're a drilling reservist, your unit will need to be notified of your intent, and the unit chain of command will request that they be allowed to review your packet before it is transmitted to the service's approval authority. Your unit may be aware of service-specific deployment requirements they need you to fill instead. This doesn't occur often, but it is a possibility you need to be aware of.

If you're in the Guard, the above information also applies to you. As a service member who normally serves under Title 32 of the United States Code in a state status rather than under Title 10 federal status, you will also need to obtain a release letter from your state adjutant general.

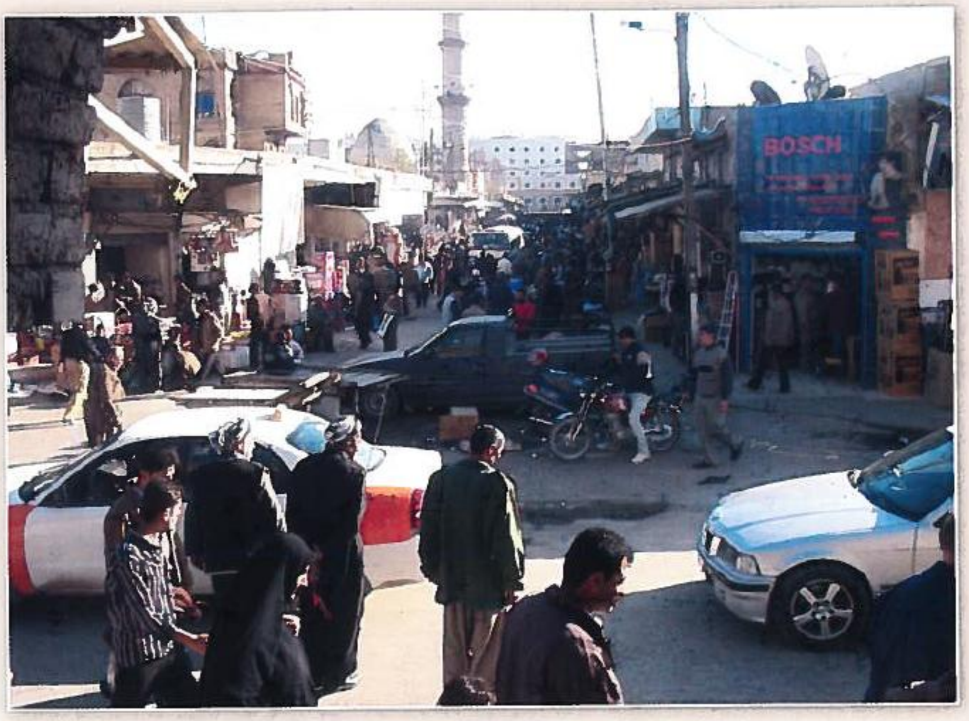
So we've cleared the hurdles, right? Wrong again. Up to this point, almost everyone has agreed that your deployment as a military member is beneficial to you, DIA and our great nation. Now comes the most important part — making sure someone who can pay for it also agrees.

STEP FOUR – OBTAIN SERVICE APPROVAL AND PUBLISH ORDERS

Your RLO needs your approved deployment packet as quickly as possible because it's his or her responsibility to submit it to DIA's Reserve Management Office (RMO). RMO, an office within the Directorate for Human Capital (HC), is the

home of each service's DIA program manager. These are the people who negotiate your deployment with your service approval authorities. Remember, DIA cannot bring anyone onto active duty on its own — your service must concur.

The time between RMO's submission of your request for orders and approval or disapproval of the request varies between the services. Most approving authorities ask for 30-60 days, although decisions are usually made more quickly.



Above - A bustling city street in Iraq. Photo by Norman "Rick" Denny, DI

Left - An Afghan man at a local market. Photo by COL Andrew Frank, DI

So, your packet arrived in the proscribed window, RMO received service approval in a timely manner and that approval was transmitted to the orders issuing authority, which cut the order. Your sponsor RLO just stuck the sheet of paper in your hand and DAE has changed your penciled-in name to ink. So what next?

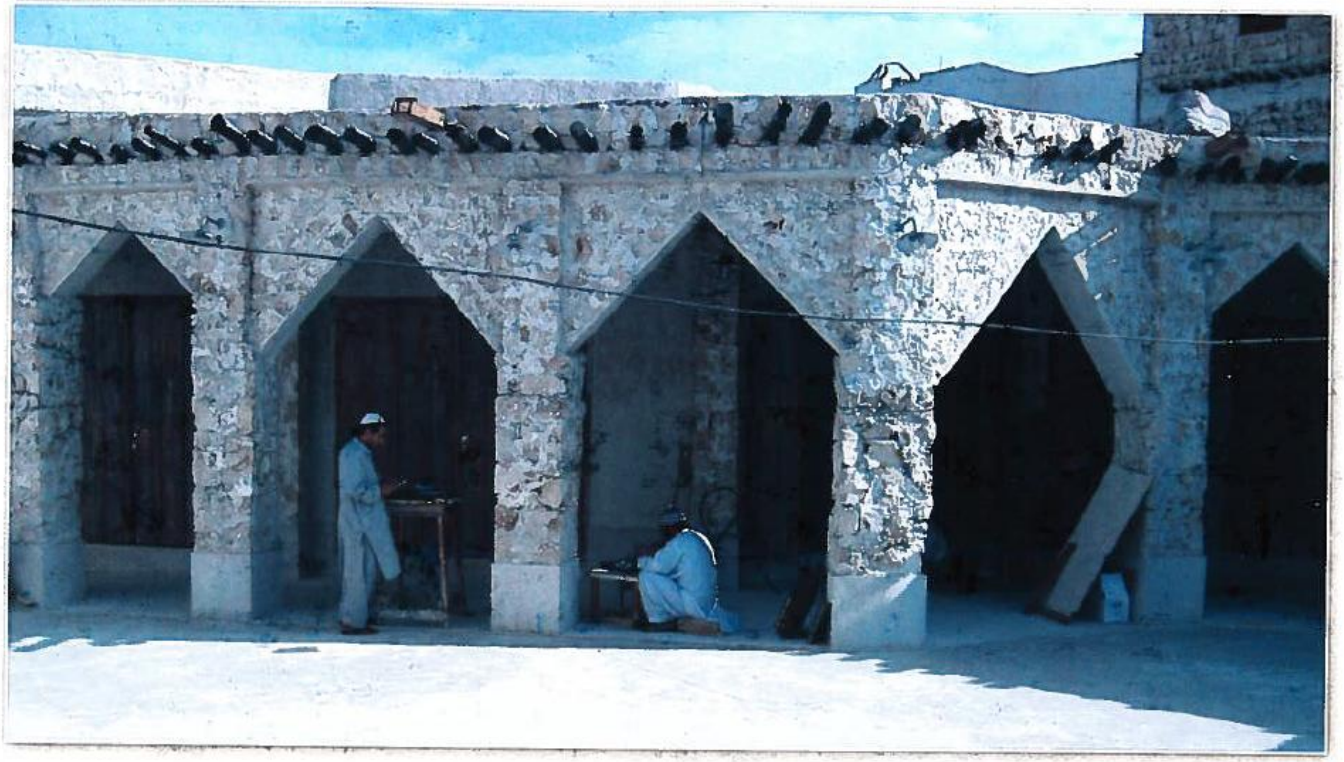
STEP FIVE – DIA PRE-DEPLOYMENT

Your active duty order doesn't start on the day you're scheduled to deploy; enough time is granted beforehand to complete the various pre-deployment activities and training your mission requires. You'll either be in-processing DIA as a military member through RMO, or you'll be directed to a mobilization station. You'll probably need shots, a physical and a dental exam. You must get a will prepared and complete other deployment paperwork (don't forget your finance inprocessing!). It's about a three- to four-day process. Bring a copy of your orders, marriage certificate and mortgage statement or lease agreement. These documents are required for pre-deployment processing.

DIA requires all deploying individuals to complete mandatory deployment training based on theater-specific training required by the respective combatant command. Your DDMM will let you know when and where the training courses are being held; many of them can be completed prior to your orders start date, but it's up to you to let your supervisor know what's going on.

STEP SIX – HEEDING SOME GENERALLY GOOD INFORMATION

When the time comes, you'll meet your mission manager at the DIA Readiness Center to pick up your equipment. They're very friendly and knowledgeable about the fit and capacity of the equipment you're receiving. Take everything you're given. It gets wet and cold in Iraq, for example, so don't scoff at getting gloves or a waterproof bag. Once issued, you're fiscally



Above - An outside market in Doha, Qatar.

THE FOLLOWING VEHICLES
NO PARKING!!
LMTVs, HEMTTs, FOXs, COUGARs,
any MRAPs, FUEL TANKERs,
2.5 TON, 5 TON, BUFFALOs, ETC.
ANYTHING LARGER
THAN A HMMWV!

Right - Parking rules are strictly enforced in theater. Photos provided by Brian Nickey, CP

responsible for this gear. In some cases, gear can be picked up in Qatar, Iraq or Afghanistan, but don't bet on it. Better to have it and not need it than to need it and not be able to get it downrange.

Bear in mind each piece of luggage cannot exceed 70 pounds, and you're limited to five pieces, plus a carry-on. Get two or three of those plastic footlockers — they're great for packing hardware and really stand up to the inevitable pounding from the luggage handlers. Duffle bags are great, but won't hold as much as a footlocker. Put a copy of your orders at the top of each piece of luggage you check. Pack your carry-on with 48 to 72 hours worth of clothes and toiletries and a couple additional copies of your orders.

Make sure your gear is clearly labeled. Clear duct tape, a half-piece of paper, a Sharpie and big, bold letters work wonders. Don't lock the footlockers until after they've been accepted by the airline.

Once you've reached your airport, check in with the LOG2020 representative; relax — you're in very good hands. The flight is a long one; try to get some sleep. Upon arrival in country, another LOG2020 rep will meet your flight, guide you through customs and manifest your next flight, if applicable.

BOTTOM LINE

The deployment process can be stressful, but that can be mostly offset by planning ahead. The toughest part of this process has already been made by your deciding to jump in and deploy. After a short six months, you'll have both a great experience and contributed to a noble cause. See you when you get back.

To contact the Reserve Management Office (HCR), call (202) 231-3807, or go to Room C4-600 in the DIAC.

OVERCOMING THE 'BOUNDARIES' OF DEPLOYMENT

By Cortney Weinbaum and Dennis Kirk, CS

Concerned intelligence professionals from across the DIA global enterprise encounter opportunities in their day-to-day duties to improve DIA. For the past two years through Crossing Boundaries, LTG Michael Maples has tapped this global knowledge resource. He asks every member of the work force to think about ways DIA can better meet its challenges by changing approaches to the status quo. The results have been impressive.

Since Crossing Boundaries' inception, employees have posed a total of more than 350 solutions. Many solutions relate to improving processes, such as deployment, or making operations more effective and efficient, while others take a broader view to help improve the agency's ability to meet current and future customer needs.

The deployment process is often highlighted during discussion, so much so that an entire Crossing Boundaries session was focused on deployments and deployment-related issues. A look at some of those ideas quickly shows the level of importance that employees place on DIA's ability to meet mission demands here and abroad, such as:

- Establishing a reintegration center to help employees returning from theater deployments make a quicker adjustment to life at home.
- Permitting deploying employees to name a colleague to accompany

What is your best advice for someone going on their first deployment?

Talk to someone who has already been there and done that.

What is the most memorable experience you took away from your deployment?

Getting into a one-and-a-half hour fire fight.

— COL Andrew Frank, DI
DISO-A chief in Bagram, Afghanistan

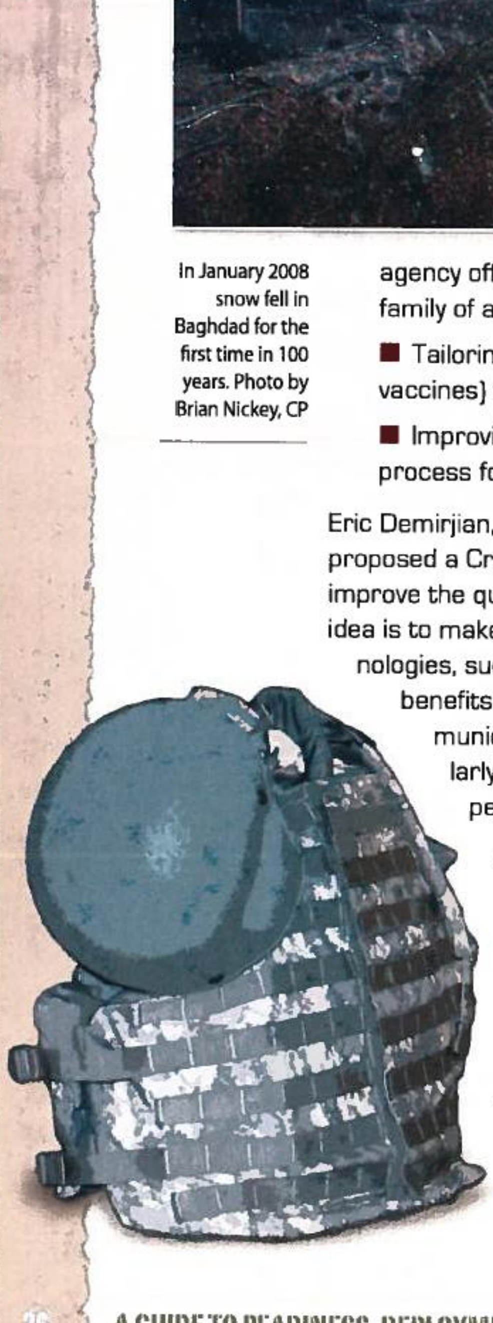
Troops survey the snowy terrain in Afghanistan. Photo by COL Andrew Frank, DI

In January 2008 snow fell in Baghdad for the first time in 100 years. Photo by Brian Nickey, CP

agency officials in the event they must notify family of an emergency.

- Tailoring deployment preparations (i.e. vaccines) to specific country requirements.
- Improving the speed and efficiency of the process for issuing deployment orders.

Eric Demirjian, Directorate for Analysis (DI), proposed a Crossing Boundaries idea to improve the quality and speed of analysis. His idea is to make better use of Web 2.0 technologies, such as blogs. One of the biggest benefits of using blogs is improved communication and collaboration, particularly with the warfighter and deployed personnel.



Normally in the analysis process, analysts research and analyze, then write and use outsiders to comment on or critique their work. Web 2.0 makes it much easier to move that communication and collaboration from the end of the process to the beginning. It can significantly improve the quality and speed of analysis. We often identify signposts that could indicate that something is about to happen. We ask: What would you expect to see? If there is a broad network of people you trust already in place, you can tap into that network when an indicator says something may happen.

"We often blog on multiple topics," Demirjian said. "People read them and get interested when you write about relevant, useful things. People follow our blogs and provide useful comments."

This is especially true in the wartime environment. Demirjian's blog has a large readership of warfighters. They read the blog, and it triggers recollections of things they have seen on the ground.

"They make me immediately aware of things I didn't know and provide useful information for my analysis," said Demirjian.

Demirjian says his analysis benefits from "broad ranging networks or groups of people who know and respect each other. Then when someone needs information on a topic we know something about, we can quickly respond with high quality analysis."

DIA has, in some form, either implemented or is in the process of implementing every idea listed above. In fact, DIA has adopted nearly half of the ideas, like Demirjian's, that have been proposed through Crossing Boundaries.

What ideas do you have to help DIA solve its toughest challenges? To get more information, you can find the Crossing Boundaries team on Intellipedia at http://www.intelink.ic.gov/wiki/Crossing_Boundaries or at (202) 231-3066.

MY FIRST 48 HOURS

By Brian Nickey, CP

I guess you could say I went through the first 48 hours of deployment twice. I was originally supposed to deploy to the Combined Media Processing Center – Qatar (CMPC-Q) as the chief of the Media Exploitation Lab (MEDEX). After one month in that position, I was sent forward to Iraq as a temporary fill as the MEDEX chief for the Joint Document and Media Exploitation Center – Iraq (JDEC-I). That temporary fill turned into four months.

From the very beginning of my deployment process, everything went smoothly and I felt very well taken care of. After a couple days of traveling, I landed in Qatar and was met by LOG2020 personnel. While I waited for my customs paperwork to clear, I sifted through palate after palate of luggage, mountains of dusty green bags, in the hopes of finding my belongings. After a few minutes I was lucky enough to find all I had brought.

The drive to my new home at Camp as Sayliyah was surreal. It was 4 a.m. and despite the pitch blackness of the morning, I looked out into the desert and my line of sight seemed infinite. There was nothing for what must have been miles. Upon arrival, I was told to get some sleep (since I'd been traveling for the past 72 hours) and report to CMPC-Q the next day. When I checked in, it was a lot like starting a new job. Much of the day was spent in-processing, meeting new co-workers, getting briefed and filling out tons of paperwork.

I was very impressed with the knowledge and professionalism of the eight MEDEX technicians and linguists. Our mission was to exploit various forms of media, including computer hard drives, thumb drives, CDs, cell phones, camera film and video tapes. The shop was set up with specialized computers and software to examine recovered media. After it was exploited, we reported what we discovered and forwarded that information to the customer and other channels for the intelligence community.

Above - The author, left, and some JDEC-I MEDEX staff step outside to check out the view during a sandstorm. Photo provided by Brian Nickey, CP

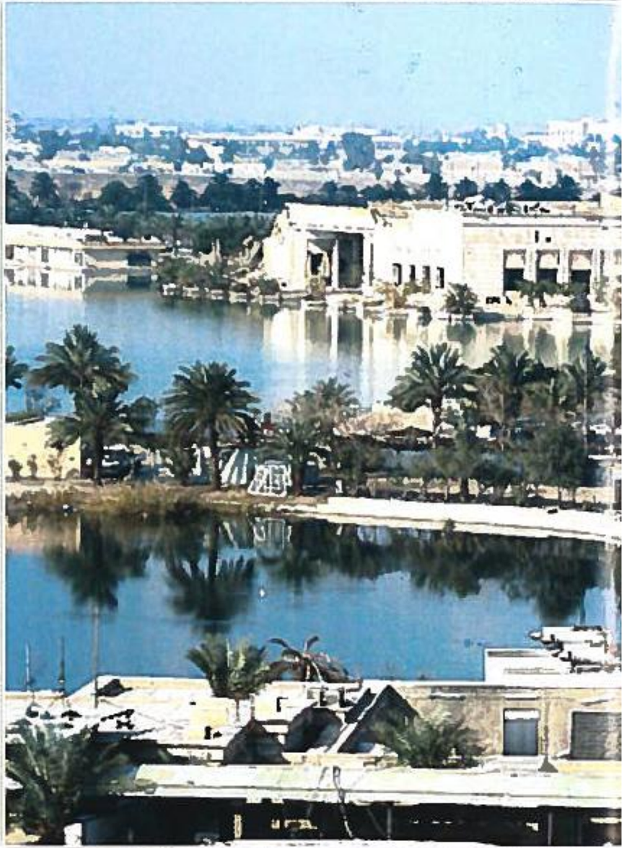
Left - Sleepy soldiers grab a nap whenever they can. Photo by Norman "Rick" Denny, DI

By the end of the first afternoon, I got a taste of

the MEDEX world as we performed some MacGyver-type feats on an old broken 35mm camera. The camera was badly damaged and missing parts; the battery cover was gone and the film refused to rewind. In order to save the film inside from being exposed, we grabbed a paperclip and forced it into the back of the camera to complete the electrical circuit — much to our surprise, it worked! We were able to remove the film and develop the roll without exposing any frames.

After about a month at CMPC-Q, my boss asked me if I wanted to go to Iraq, and how soon could I pack. At 2:45 a.m. the next day, I was on my way, both excited and nervous. I was dropped off at the air terminal and spent the next few hours waiting there with a couple hundred soldiers and airmen. We few civilians stuck out like sore thumbs in our jeans, polo shirts and mismatched body armor and helmets.

The C-130 was packed; not a single seat open. I sat along the wall with my gear in my lap and tried to catch a quick nap during the flight. As we prepared to land I was ready for anything. I've heard about aggressive corkscrew landings, but it was pretty smooth for us. When we hit the ground, just as in Qatar, LOG2020 personnel met me and took care of everything.



Once again I sifted through a giant pile of bags to find my gear. One thing I definitely recommend to anyone who deploys: mark your bags so they will stand out from the other 3,428 green duffle bags! After we found our gear, we headed to Camp Slayer, and I was dropped off at the Defense Intelligence Support Office — Iraq (DISO-I) to in-process.

For the next several hours, I was taken from building to building to meet and talk with customers and counterparts. My room was in Camp Deutsch, which is an old Republican Guard quarter. The living conditions were much better than I expected — hardened facilities with great air conditioning. I had a roommate, but we didn't see each other often as we both worked long hours and our schedules overlapped. Unfortunately the bathroom was a trailer outside, and the rooms didn't have television or Internet, but then again I wasn't there to live in the lap of luxury.

The camp was nothing like I had imagined. It was surprisingly picturesque, surrounded by man-made lakes and many palm trees. I saw some of the buildings I'd seen in pictures, such as the Perfume Palace and Victory Over America Palace.

What is the most memorable experience you took away from your deployment?

Driving eight hours from Kabul to Mazar-e Sharif and really seeing the country and the people.

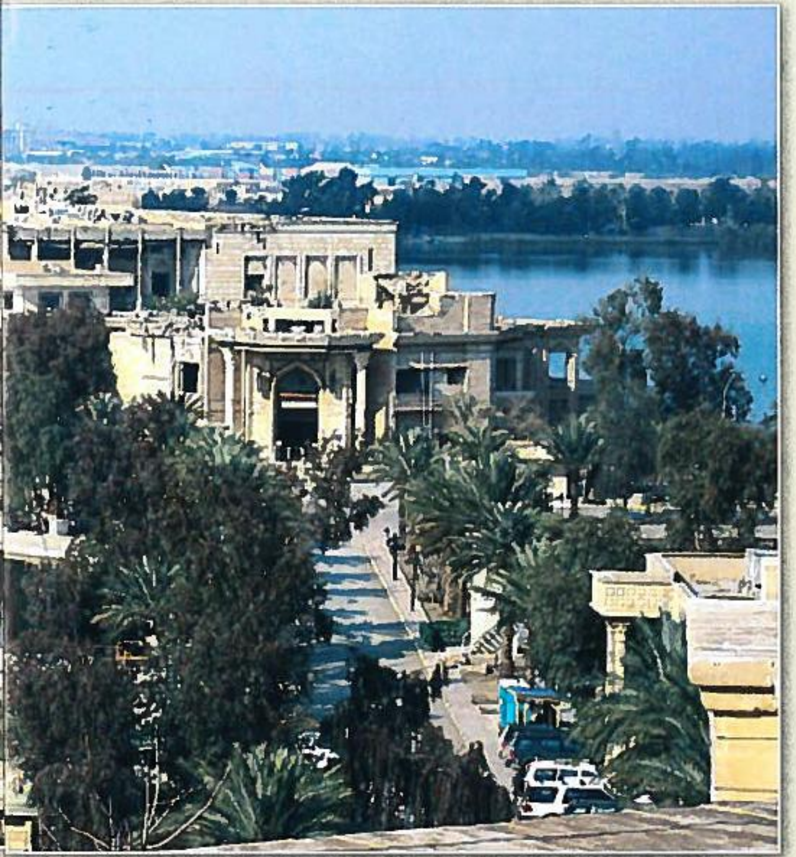
How are you bringing lessons learned from your deployment back into your work here?

What we do back here really does help everyone out there. At the same time, your mental and physical health are ultimately more important than the mission. Take breaks and do something fun when you have to — don't burn out.

— Scott Minner, DI
Targeting analyst in Afghanistan

Left - A typical room at Camp Slayer.

Below - Camp Slayer is an oasis in the desert with its many lakes and palm trees. Photos by Brian Nickey, CP



The dining facilities in both Qatar and Iraq were pretty good. I had no complaints about the food and even gained a few pounds while I was there.

The JDEC-I building was at the far end of camp and was a lake-front, one-story cement building. I was introduced to the MEDEX team, which consisted of two government civilians from another agency and about a dozen contract personnel. Everything was set up much like CMPC-Q, so it didn't take long for me to get comfortable.

Later that night, one of our customers brought in a hard drive that was believed to contain some important data. Even though I was exhausted, the adrenaline and excitement kicked in and I was anxious to see how the whole process unfolded with a direct interface to the customer. The initial stages of examining a hard drive can take a while depending on its size, so we let the software begin to work its magic and called it a day around midnight. As I walked down Main Street back to my room, it was silent and pitch black. There were no lights except the moon, which reflected off the giant T-walls and silhouetted the barbed wire that surrounded the camp. I remember thinking that everything seemed so unreal, and I hoped I would do well and make meaningful contributions.

My deployment went on to be a very rewarding and memorable experience, and I learned more than I ever could have imagined. Even though it was a bit different than I expected, I am glad I got the chance to learn and move forward, and experience more than if I had stayed in just one country.

The ironic part of this whole experience is I retired from the Air Force in 2007 and never deployed while on active duty. If I were to deploy again, I would definitely make sure I'm flexible and prepared for anything because things don't always turn out as planned. And, most importantly, I will mark my bags better!

DEPLOYING OUTSIDE OF YOUR COMFORT ZONE

By Michael Marynowski, DA

I am deployed as the joint logistics officer (J4) to the Defense Intelligence Support Office – Afghanistan, or DISO-A. The mission of the DISO-A is in its name: defense intelligence support. We provide headquarters command and control functions, operations support, logistics and administrative control to DIA personnel within the Afghanistan area of responsibility.

My first 48 hours on the ground were a whirlwind, which I am not sure has ended yet, despite the fact that I have been here for nearly two months already. Time has flown by primarily due to the high operational tempo and the close cohesive working environment of the office. My marching orders became clear shortly after in-briefing with the DISO-A chief, COL Anthony "Tony" Hunter: consolidate theater logistics to remove stovepipes, reduce redundancies and provide timely logistical support to DIA elements within the Afghanistan theater of operations. Anyone familiar with the stovepipe structure of intelligence community organizations understands how monumental this task may be. It is a pretty hefty challenge for a J4 section consisting of just me and one other person, so I asked myself: is this challenge what I expected when I volunteered to be the J4 to DISO-A?

What was the best part of being deployed?

You are able to live the DIA mission. Being part of a support directorate (HC) and having no prior military experience, I found that being in the field and working with analysts and Multi-National Force-Iraq personnel afforded me an opportunity to better understand the importance of DIA's mission and the role that every one of us plays in achieving that mission.

What is the one thing you would say to those considering deployment?

You came to DIA to make a difference, and deploying in support of the Global War on Terror is a privilege that will lead to an unparalleled career experience and leave you with a sense of duty, commitment and accomplishment.

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Members of DISO-A utilize their range capability to practice firing weapons in theater. Photo provided by COL Anthony "Tony" Hunter, DI

Right - The author stands with a tank while deployed with DISO-A. Photo provided by Michael Marynowski, DA

Below - COL Andrew Frank's "uniform of the day." Photo by Frank, DI

I joined DIA in 2000 fresh from the Marine Corps. Over the past eight years I have made it a goal to diversify myself in as many disciplines as possible. With hard work, dedication and great mentoring I became the operations officer of the Security Operations and Antiterrorism Office (DAC-2). So why would a guy with perceivably everything going for him at work and 12 years experience in intelligence and force protection volunteer to be a J4? It's simple, diversification. I've learned that without a sound logistical platform capable of addressing daily sustainment needs, surge expectations and operational support, operations run a greater risk of failing. I wanted to gain logistical knowledge and learn a new skill set for use in all program planning and project management I may be involved with in the future. A deployment, especially one outside your comfort zone, is the perfect opportunity to learn new skills and diversify yourself for future growth.

So, is this the challenge I signed up for? The answer is yes, not only is it a challenge but it is one that I embrace with great enthusiasm. I expect my growth to be very rewarding and beneficial to not only myself but to the entire defense intelligence enterprise. The ground work that the DISO-A J4 has laid, in my short time here, will provide a solid foundation for our agency's future endeavors in this country and in my estimation will benefit all DISO-A customers in accomplishing their mission and maintaining focus on their goals, rather than having to worry about the logistical support structure. I look forward to bringing back home the skills I am honing here and encourage anyone looking for a challenge and diversification to seek out deployment opportunities like I have.

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What is the most memorable experience you took away from your deployment?

I was struck by the real-time application of the work being done in Iraq. The direct linkages between analysts, collectors and warfighters led to the exchange of information that was immediate, relevant and actionable. Actually witnessing how the work done by DIA personnel supported and guided decisions on a strategic and tactical level was something I would never have experienced otherwise in my role as a learning professional in the HC Office of Learning.

— Stephen Schreiner, HC
Temporary J1 at DISO-I at Camp Slayer in Baghdad, Iraq

LOGISTICS IN HOSTILE TERRITORY

By Communiqué Staff, CP

The Communiqué interviewed COL Anthony "Tony" Hunter, chief, Defense Intelligence Support Office – Afghanistan (DISO-A), to discuss their missions and roles supporting the warfighter in theater.

What is the role of the DISO and how long has the DISO position been in Afghanistan?

COL Hunter: The director established the DISO-A in September 2006, and operations commenced in Afghanistan in August 2007. I arrived here in July for a six-month tour as chief. The DISO-A is basically an administrative and logistics cell that supports all deployed DIA personnel in Afghanistan. Our current facility was established in February 2008 and is located on the northwest end of Bagram Airfield. Our primary responsibilities include reception, staging, onward movement and integration (RSOI), meaning we are responsible for receiving incoming personnel at Bagram Airbase. We in-process them, give them an orientation briefing, issue weapons, temporarily provide lodging if necessary and schedule transportation to their ultimate destination. When the DIA member is ready to go home, we reverse the process, ensure they complete the end of tour survey and schedule their outbound transportation. We are also responsible for overall personnel accountability of all DIA deployees on the ground. We do this by submitting a daily report to the Office of Enterprise Operations (DAE) reflecting the current personnel status. DISO-A is currently authorized a staff of 16 military, DOD civilian and contractor personnel from all over the agency, as well as Reserve and National Guard members from all the services.

One of our major tasks is transportation to and from Kabul for newly arriving

What is the most memorable experience you took away from your deployment?

My most memorable experience is always working with junior analysts, the junior service members or the new contractor analysts who just started out. In my most recent deployment, I had an opportunity to take some of those analysts with me into the International Zone in Baghdad. We went to Adnan Palace and met with the Military Instruction Training Team chiefs, who were training the Iraqi Security Forces in Baghdad. The analysts got to ask about the troops, Iraqi senior leaders and the overall relationship among the senior military cadres. It was a very frank and open discussion. We learned a lot that day about the leaders in the Iraqi Security Forces in Baghdad. The best part was seeing the analysts understand that there was more to these Iraqi leaders than what they read in a report.

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personnel and to shuttle people back and forth to various destinations when air transportation is not practical due to time constraints and availability. We also ensure deployees properly set up their assigned weapons, and we provide additional training on advanced weapons techniques to ensure they are very comfortable with them. We support other operational missions all over the country as well, because we have the ability to travel rather inconspicuously via civilian armored vehicles with all the necessary communications and safety/force protection equipment. We also get out and engage with the local population, including involvement with some humanitarian relief efforts, such as Operation Care.

One of the initiatives we're working on right now is streamlining the logistics process. Each directorate has their own logistics representative who tends to the needs of deployed personnel within their directorate. We are trying to help streamline that process as DIA's logistic cell in country by consolidating theater logistics to break down stovepipes, reduce redundancies and provide more timely logistical support to deployed DIA elements.

How is DIA supporting U.S. Central Command (CENTCOM) and what kind of contributions are you seeing DIA deployed personnel make?

COL Hunter: The majority of DIA's deployed personnel in Afghanistan are from the Directorate for Human Intelligence (DH), National Media Exploitation Center (NMEC), Directorate for Analysis (DI) and Joint Intelligence Task Force for Combating Terrorism (JITF-CT). From a DI perspective we consider the Joint Intelligence Operations Center – Afghanistan (JIOC-A) in Kabul to be the analytic center of gravity for U.S. Forces Afghanistan (USFOR-A) and the International Security Assistance Forces (ISAF). We deploy our best subject matter experts on counterterrorism, insurgency, counterdrug and governance with significant experience working the Afghan and

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What is the one thing you would say to those considering deployment?

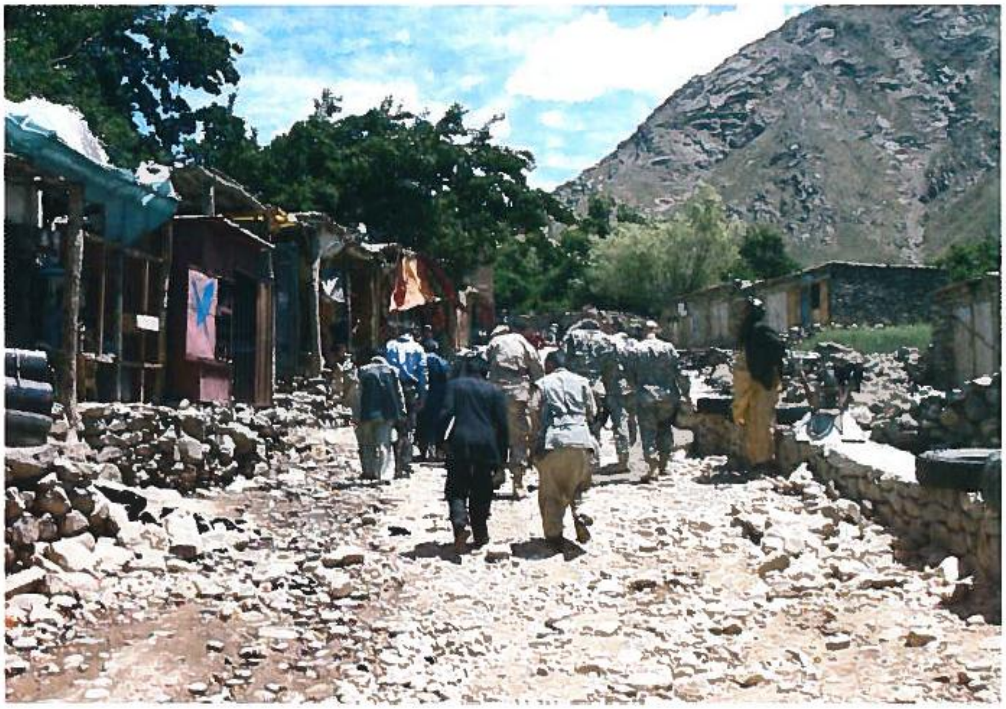
Go. Say "yes" to doing your mission where the impact is immediate. We've had subject matter expert analysts deploy and within a week change the course of operations. You can become that influential.

— LTC Ruth Bellerive, DI
Senior intel officer at MNFI-CIOC and DIA LNO at Multi-National Core - Iraq in Baghdad, Iraq

Above - The DISO-A team. Photo provided by COL Anthony "Tony" Hunter, DI

Left - A local Afghan carries a bundle of sticks along the roadside. Photo by COL Andrew Frank, DI

The view through a night vision scope. Photo provided by LTC Kevin Hicks, J2



The Panjshir Provisional Reconstruction Team gets a tour of the streets of the remote village of Dara, Afghanistan. Photo by C. Ray Maternick, DI

Pakistan problem set. A threat finance cell will stand up here very soon, and we are looking for tribal experts to deploy as soon as practical. Insurgency and tribal subject matter experts are the most sought after skills that we see out here. In preparation to support the increase in combat forces deploying to Afghanistan, DISO-A is working very closely with the Defense Intelligence Operations Coordination Center (DIOCC) Forward Element, or DFE, to identify additional personnel requirements and the infrastructure to support these assets. Because of this, we are in the process of securing additional space in Bagram, Kabul and Kandahar.

One of our real success stories is placing a liaison officer (LNO) with Combined Joint Task Force 101 (CJTF). Jesse Baker, the current LNO, has done a great job of opening the doors to collaboration between the CJTF, the JIOC-A and DIA. As the liaison between these organizations, he brings forward all of the resources DIA has to bear, specifically out of the Afghan and Pakistan shops, so the supported analysts here can leverage our capabilities and better inform their commanders in making learned decisions on the ground.

Baker normally works Russian arms control issues back home. He was not an Afghan expert when he deployed, but you don't have to to be a good LNO, you just have to know DIA. Together with participation in biweekly VTCs and roundtables, he taps into all of the agency's resources so the CJTF and the JIOC-A can fuse their understanding of the common operating picture from the strategic down to the tactical levels.

How have you seen the environment change during your time in Afghanistan?

COL Hunter: There have been many changes since I was here in 2004. The violence levels in the country have steadily risen every year, and we're seeing a lot more reliance on asymmetric-style of attacks, like suicide bombings, improvised explosive devices and kidnappings. In my view in counterinsurgency, there really appears to be a blurring of lines between the strategic and tactical levels of intelligence analysis and support. This can be challenging for a strategic-level organization like DIA. As analysts in this environment, we often find ourselves in the weeds a lot more than we are comfortable with. As an example, a suicide bomb attack can and often

does have a strategic impact on national policy and how military forces conduct intelligence and information operations in support of combat operations. So this environment has created a demand for more national- and strategic-level intelligence resources to directly support our military forces on the ground, right in the middle of the fight.

Essentially, we're going to see an increase in the demand for more analytic support on the ground. There's such a mass amount of information coming in that analysts have to be masters of prioritization while constantly determining what's relevant. So, as we see more combat forces deploying into Afghanistan, there will be a need to provide close-in intelligence support, specifically to Regional Command (RC) South, and the DISO-A will have a direct and important role in supporting our deployees in that volatile region in the country.

Do you see more deployments from DIA going towards Afghanistan because of this?

COL Hunter: Absolutely. We're expecting quite an increase in combat forces here over the next six to 12 months. As I stated earlier, DIA recently stood up the DFE here, which is being led by Iraq veteran DISL Daniel O'Brien. He is formulating a strategy with the commander of U.S. Forces – Afghanistan, GEN David McKiernan, on how DIA can provide intelligence support to these forces now.

For us, this means more DIA personnel deploying to Afghanistan, to include administrative and logistics specialists assigned to DISO-A. We recently returned from a trip to Kandahar to determine what infrastructure exists and what we have to do to get ready to support our RC South requirements. I believe in the future we'll see a majority of our deployees going straight to Kandahar instead of Bagram as the entry point into the country so we need to have the support structure set up and ready.

What kind of advice would you give someone considering deploying?

COL Hunter: This is my favorite question. The first thing I'd say is volunteer! That way you may have some control over the job that you want instead of being in a situation where you're

This guide for the Panjshir Provisional Reconstruction Team is former mujahadeen, who fought during the Soviet invasion in the 1980s. Here he rests against an old Soviet tank. Photo by C. Ray Maternick, DI

What is your best advice for someone going on their first deployment?

Have a high degree of flexibility with the mission, your co-workers and yourself.

What was the best part of being deployed?

Learning and serving in a position that I had no background in. It was good to challenge myself outside of my normal comfort zone.

How are you bringing lessons learned from your deployment back into your work here?

My deployment has given me a greater appreciation and understanding of what is going on down-range in terms of the Combined Media Processing Center's mission and the importance of integrating military reservists with civilians and contractors to fulfill the mission.

— Lt Col Mike Shieh, HC
Chief J4 at CMPC in Qatar

Right - Donkeys, camels and cars all share the road in Afghanistan. Photo by COL Andrew Frank, DI

Below - DISO-A Chief COL Anthony "Tony" Hunter.

pressured to deploy and you may not be happy with the assignment DIA gives you.

Expect to deploy. We're a combat support agency, that's what we all signed up for. Once you get into the deployment window, take notes on the good and bad parts of the process and take the time to complete the end of tour survey managed by the Directorate for Mission Services (DA). This is vitally important for DIA and the Deployment Readiness Center if we want to improve the process and make it seamless and more effective for our potential deployees.

Check and recheck your personal situation. Make sure all of those things are taken care of prior to leaving so that you can concentrate on your job when you're here.

Don't go in with a chip on your shoulder because it will get knocked off pretty quickly ... and manage your expectations. You may not get the living space you want or you may not like the food, but I'm a strong believer in the premise "If it's good enough for the military, it's good enough for you." If you have that kind of attitude, I think you'll be fine and you will earn the respect of those you support.

Get along with your co-workers because you're operating in tight spaces, and definitely get in touch with the person you're replacing as soon as possible.

And most importantly, you're representing the Defense Intelligence Agency: do us proud by doing the best job you can so we can maintain relevancy and credibility in the eyes of our customer, the warfighter. That's really what it's all about.

KEEPING PEACE WITH NATO

By LtCol Theodore McKeldin III, NDIC

In August 2008 LtCol Ted McKeldin was sent to augment the intelligence (J2) staff of the NATO Force in Kosovo (KFOR). McKeldin was based at KFOR headquarters and served with the J2 Plans Office. In addition to working with his French and Turkish colleagues on the J2 Plans mission, he also learned about how NATO conducts intelligence support to a mature peacekeeping mission in a European Muslim country.

Upon arriving at KFOR headquarters in Pristina, Kosovo, I soon realized that KFOR is not just a NATO command; there are numerous non-NATO allies, such as Ireland, Finland, Switzerland, Austria, Sweden, Ukraine, Azerbaijan and Morocco — making for a highly diverse coalition. Like many in the U.S. military, I was accustomed to serving in Iraq and Afghanistan with the British, Australians, New Zealanders and Canadians. At KFOR, however, there were few of the English-speaking allies compared to French, German and Italian soldiers.

SOCIAL NATURE OF A NATO COMMAND

The few Americans at KFOR informed me of how important it was to be "socially outgoing" in a NATO command environment. During my first two weeks, there seemed to be at least one type of social function every evening — hails and farewells, promotion parties, change of command receptions, national holidays and cultural festivals, not to mention the many on-base happy hours. Just as in the civilian business world, much of KFOR's work gets accomplished in the evening. Most of this productivity involves creating and building

NDIC's LtCol Theodore McKeldin, center, and his Turkish Army colleagues sit on the 15th century Ottoman bridge over the Bistrica River in Prizren, Kosovo. Photo provided by McKeldin

ER
Bar
Prince

Above - A beautiful sunset over the desert in Qatar. Photo provided by Brian Nickey, CP

Komoran
[redacted]

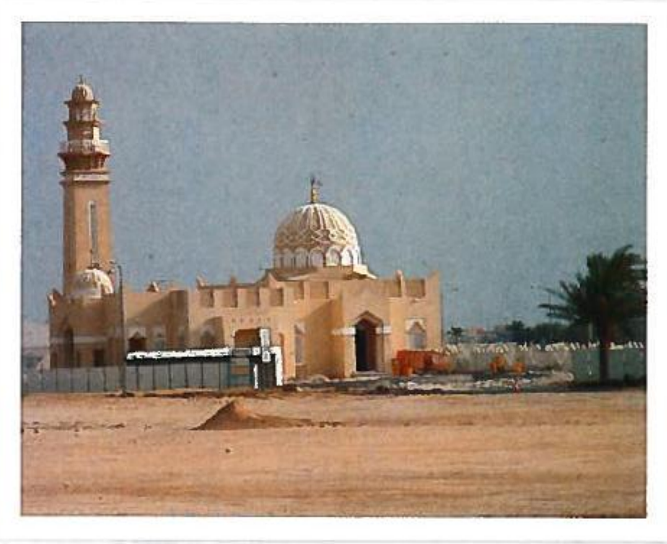
Right - A bilingual road sign in southern Kosovo. Photo provided by LtCol Theodore McKeldin, NDIC

relationships, which are intensely important in a multi-national command. One can gain ample insight and awareness by listening much, talking a little and drinking even less.

In the J2 Plans Office, our officer-in-charge was a foreign legionnaire, LTC Serge Ferchain. At 10 a.m. each day, we would all migrate to the café within the headquarters building for cappuccino. Ferchain and I, along with out Turkish colleague, LTC Yusuf Kelleli, would sip our drinks and continue discussing business. Colleagues throughout headquarters were doing the same; so each morning the café was a continuous, informal business meeting.

IMPORTANCE OF PERSONALITY

In light of these major cultural differences from a U.S. operational command, personality is acutely important. My host, the KFOR director of intelligence (J2), was U.S. COL Matthew Artero. Artero was a perfect fit for KFOR J2. His calm, rational, congenial demeanor was as consistent as a Swiss watch, though he was



A mosque in Qatar. Photo provided by Brian Nickey, CP

fiercely competitive during his Saturday volleyball games.

Another case study in the perfect personality for NATO was our newly arrived chief of staff, U.S. BGen David Berger, a Marine infantry general with a force reconnaissance background. All of my coalition colleagues were curious, if not anxious, about his personality. I related to them that Berger had led a Marine infantry regiment in Fallujah, Iraq, during some of the hardest times there — nothing could fluster him. And that type of demeanor is perfect for a NATO operational chief of staff. Berger also took all meals in our all-ranks mess hall despite having access to general officer messing; this surprised and impressed many of our coalition colleagues. In addition to being highly effective in their positions, both Artero and Berger were superb ambassadors for their respective services, the Department of Defense and the nation.

KOSOVO

August 2008, like most Augusts in Kosovo, was quiet, as many of the country's leaders were on vacation. This made for a low operations tempo, which provided an opportunity to get to know many people throughout KFOR headquarters and learn about their missions and challenges. It also permitted travel opportunities to visit other camps and interact with the local population.

An ongoing challenge for Kosovo is the rift between Kosovo Albanians and Kosovo Serbs. U.N. member recognition is also an ongoing issue. There are now 53 countries that recognize Kosovo as an independent state since its declaration of independence from Serbia Feb. 17, 2008. This slow pace of recognition hinders economic development: investors will remain wary of Kosovo until more countries recognize and support it, and until the Albanians and Serbs achieve a political settlement. Their unfortunate legacy of communism is still a burden. Risk-taking and entrepreneurialism among Kosovars is still quite limited as so many prefer the "wait and see" approach.

NO SUBSTITUTE FOR TIME ON THE GROUND

My 31-day mission further proved that there is no substitute for deploying and serving with an operational command in the country or region of the campaign. You gain an awareness that cannot be achieved from your work space back home, nor from a two- or three-day whirlwind tour. However, most of this awareness and insight comes from trusted relationships and personal observations over time, both of which require vigorous initiative and incur a degree of risk. Just because you are on the ground does not mean that the fruits of such a deployment will drop right down from the awareness-tree; you have to aggressively pursue them.

BEYOND THE JOB

A HUMANITARIAN MISSION IN AFGHANISTAN

By C. Ray Maternick, DI

Editor's note: Ray Maternick is the current contingency operations team lead in the Directorate for Analysis Military Forces Analysis Office (DI/MFA). He has deployed three times, twice to Iraq in 2003 and 2005. His third deployment was a tour in Afghanistan with the Joint Document Exploitation Center at Bagram Air Base from December 2005 to June 2006. While there, he participated in a humanitarian mission with the Panjshir Provisional Reconstruction Team.

After I hit the ground in Bagram, it didn't take me long to see that most of the Afghan people living around the air base were in need of clothing items and school supplies. On a very cold morning in January, I saw that one of the locals who cleaned our compound wore a pair of old, ripped tennis shoes — his toes were sticking out. I could tell he was cold, but he didn't complain. He was smiling as he worked because he was making money to take care of his family. The locals who cleaned our compound made $6 per week, which is considered a lot of money. When you see the way people live in Afghanistan, the simple things that we normally take for granted become very relevant.

Volunteers created a human chain to off-load supplies during the mission. Photo by C. Ray Maternick, DI

In early February I sent an e-mail home to my family suggesting that they send me adult and children's clothing, shoes and school supplies, letting them know that the women's clothing needed to be very modest and not revealing. My original intention was to distribute the clothing to some of the local nationals and their families who cleaned our compound.

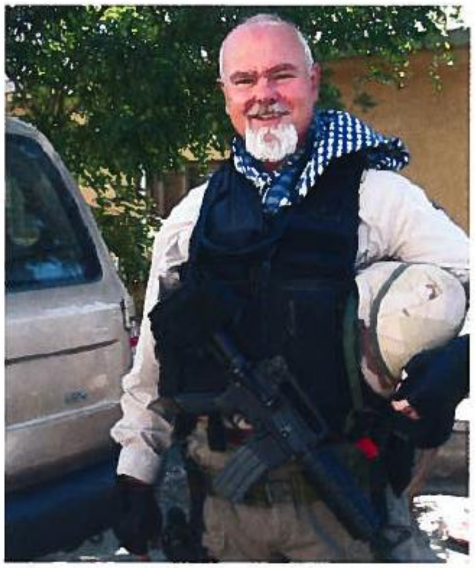
My son Andrew, then a junior in high school, decided to take my request further. He put the word out in our neighborhood, and before you know it, boxes of clothes started rolling in. I was able to provide clothing items to the men who cleaned our compound and to some of the families in the immediate vicinity outside the gates of Bagram Air Base.

As my tour started drawing to a close in May, I had the opportunity to tell the commander of the Panjshir Provisional Reconstruction Team (PRT) about the generosity of the people in my home community. He invited my boss Col Steve Hasty and me, along with our Dari linguist, to accompany them on a two-day journey to the remote Dara district deep in the Panjshir Valley on a humanitarian mission to deliver goods.

When you pass through the Lion's Gate and enter into the Panjshir Valley, the first thing that strikes you is the rugged beauty of this valley and the reason why it has never been

conquered by an army, to include the Soviets in the 1980s.

I brought 20 boxes of donated clothing along for distribution to needy families in the village of Dara, mostly items for women and children. With Dara sitting at about 800 feet above sea level, the four-hour drive to Dara from the PRT safe house where we spent the night was extremely treacherous and difficult. At times we averaged less than 12 miles per hour. There were times when we looked behind us at the five-ton military truck loaded down with boxes of clothing and cooking items and marveled at the fact that the truck made it around a bend just wide enough to fit our armored Toyota Land Cruiser, with a steep drop into the Panjshir River below.



Above - The author, C. Ray Maternick.

Top - A member of the Panjshir Provisional Reconstruction Team passes out toothbrushes to a few members of the remote village of Dara, Afghanistan. Photos by C. Ray Maternick, DI

What was the best part of being deployed?

This "boots on the ground" experience provided me with the greatest sense of achievement and satisfaction. My team's actions helped enable the flow of critical intelligence information to the commanding general and the staff of Multi-National Force-Iraq.

What is the one thing you would say to those considering deployment?

Deploying is a great opportunity to work with all the players and facets of the intelligence cycle. It is a very challenging and rewarding experience. For some, it allows you to step outside the realm of your normal DIAC duties and into a more tactical role.

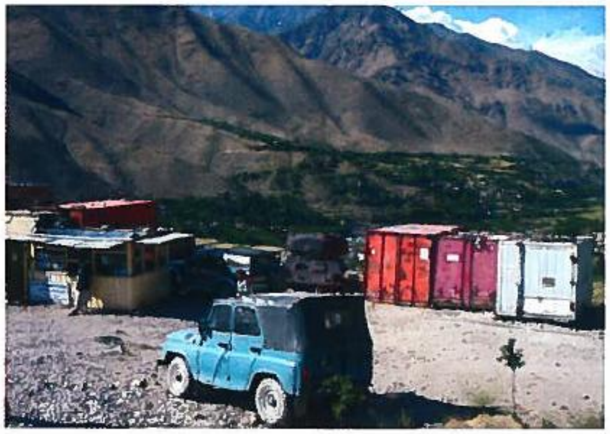
— Heather Willison, DS
DOCEX chief at JDEC in Iraq

When we arrived in Dara, the whole town was there to meet us, including the president of the provincial council, the village elders and local government officials. We spent about four hours there talking with the locals about their issues. In many ways it was like stepping back a hundred years — donkey carts and animals were very prevalent along the rocky dirt stretch of road through the center of the village.

The president of the provincial council was on-hand to oversee the distribution of the food and clothing. The team and several volunteers formed a human supply chain to off-load the bags and boxes of food, and stack them in storage containers at the Dara district center. The provisional director of women's affairs took control of the clothing items to ensure fair and equitable distribution. In this male-dominated culture, many times the women and children get left out. She and the district director had compiled a prioritized list of approximately 450 families around Dara to receive the items. I was impressed that the effort was so organized!

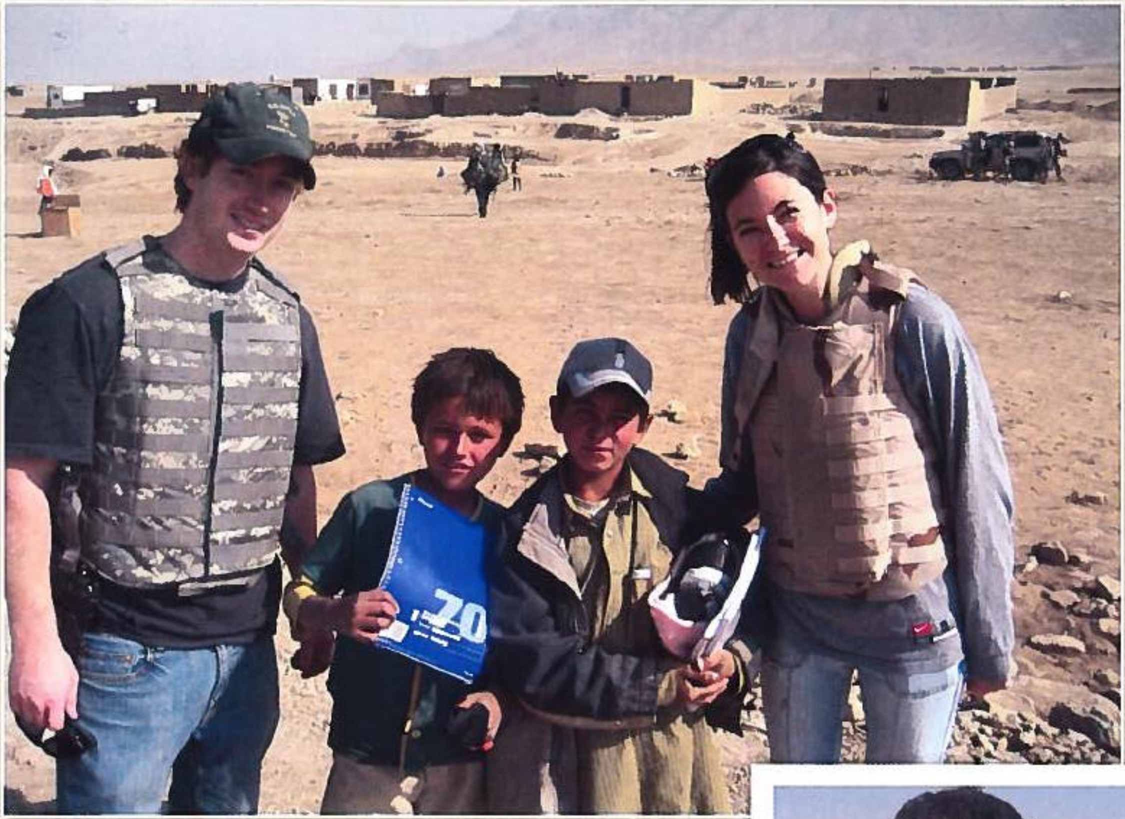
This trip was truly the highlight of my deployment to Afghanistan. I was happy about the opportunity to help the lives of the people of Dara. I have a new understanding of the Panjshir Valley and the proud people of Afghanistan. Never forget that anyone can make a difference; something as simple as providing a child with a warm coat or a comfortable pair of used shoes goes a long way.

Panjshir Valley, Afghanistan.



Col Steve Hasty, left, and the author stand with boxes of supplies for Dara, Afghanistan. Photos provided by C. Ray Maternick, DI

GOING THE EXTRA MILE



Photos provided by Julia Stevens, DI

The Directorate for Analysis' (DI's) Tom Baker, left, and Julia Stevens visited the Barek Aub Refugee Camp to distribute donated toys, school supplies and clothes. Located about 25 miles north of Kabul, Afghanistan, the camp hosts more than 3,000 displaced people from all over the country, including more than 600 families of widows and orphans. Baker and Stevens joined the International Security Assistance Force's (ISAF's) Volunteer Community Relations (VCR) to make the trip. There are a number of similar camps in the area that benefit from the supplies ISAF is able to dispense thanks to contributions from friends, families and community groups back home, including a school for 14,000 young children, a home for single-parent families and Afghanistan's only children's hospital.

If you are interested in donating school supplies, toys, clothes and shoes for children of all ages, you can send a box through the regular U.S. mail to Chaplain Eric Whitmore, c/o VCR ISAF, US NSE HQ ISAF, APO AE 09356.

What was the best part of being deployed?

I was deployed during the Afghanistan presidential elections and watched the Afghan people vote in their very first democratic election. I played a key role in mentoring the Afghan National Army, Ghazni district police and local governments ensuring that pre-election security was in place. The best part was knowing that my contributions helped the local people vote without any serious security issues.

What is the one thing you would say to those considering deployment?

Do it. The longer you take to make a decision the more likely you are to talk yourself out of it. A deployment isn't easy, but the memories last a lifetime. You meet so many interesting people and make friends for life. The opportunity to contribute to the Global War on Terror is justification enough to deploy.

>> *more*

THE ISG AND DIA'S DEPLOYMENT EVOLUTION

By Dr. Richard Shuster, DA

DIA has deployed personnel overseas for decades, but the number of deployments necessary to support the Iraq Survey Group (ISG) in the spring of 2003 presented the agency with an enormous challenge.

The ISG's core mission was to uncover any Iraqi production or stockpiles of chemical, biological and nuclear weapons. Consequently, the Department of Defense tasked DIA with the deployment of hundreds of civilian, military and contractor personnel to Iraq and Qatar and to provide logistics support for that effort. DIA's extensive work in providing personnel for the ISG from 2003 to 2005 shaped how the agency deploys its work force today.

DIA deployments for the ISG were unprecedented in size and scope. Prior to the ISG, each individual directorate, such as the directorates for Human Intelligence (DH) or Intelligence (J2), were responsible for their own deployments. These deployments were relatively small and received housing, meals and transportation from the supported command. On the other hand, the ISG deployed 1,500 people during two years of operations, and required civilian, military, contractor and international expertise from across the intelligence community (IC) to fill a wide variety of positions. DIA drafted a manning document for the ISG, which included security officers, information technology and communications specialists, linguists, liaisons, watch officers, reports writers, debriefers/interrogators, lab technicians, doctors, and a wide array of analysts. The diversity in personnel was a testament to the scope and complexity of the ISG's mission. Although the ISG was an

interagency and international organization, DIA personnel outnumbered the collective contribution of all other agencies.

In order to meet the urgent need for personnel, DIA formed the DA ISG Support Center (DISC) to act as a centralized deployment processing center. The DISC was DIA's answer to meeting U.S. Central Command's deployment criteria and to prepare personnel for deployment into a hostile area. The challenge was to find the most qualified personnel from the IC to fulfill the ISG's mission. As the single point of contact for deploying personnel, the DISC coordinated and facilitated the deployment and re-deployment of personnel and the shipment of equipment in support of the ISG. The DISC helped prepare individuals for deployment, facilitated the transportation of personnel and cargo into Iraq and Qatar, issued travel orders, and prepared funding letters for non-DIA federal employees for deployment training and deployment. Civilians deploying to the ISG attended CONUS Replacement Center training, where they received basic first aid and firearms training, theater familiarization classes, and inoculations.

The DIA deployment process for the ISG laid the groundwork and foundation for how the agency deploys personnel today. The experience gained from 2003 to 2005 led to the creation of a one-stop-shop, the DIA Deployment Center, which has now become the DIA Readiness Center under the Office of Enterprise Operations (DAE). Located at the DIA Logistics Operations Center in Landover, Md., the DRC is responsible for all DIA deployment issues today, working in conjunction with the Directorate for Human Capital (HC) and the Office for Engineering and Logistics Services (DAL). The DRC took the lessons learned from DIA's tremendous efforts to stand up and maintain the ISG and applied them in creating a highly efficient organization. In this regard, it stands as a legacy of DIA's unprecedented efforts in providing personnel and logistics support for a critical mission in Iraq.

>> *continued*

How are you bringing lessons learned from your deployment back into your work here?

You become more insistent on supporting our warfighting customers. The information you provide is most often the piece of the puzzle for a critical decision made by a commander on the ground.

— Terry Grisham, MSIC
Embedded trainer to the Afghan National Army with the Alabama National Guard in Ghazni, Afghanistan

Top - Australian members of the ISG survey captured weapons.

Left - An ISG team prepares to go out on a mission. Photos provided by Dr. Richard Shuster, DA

SIGHTS AND SOUNDS FROM HOME

By Monica Tullos, DH

Since May 2007 the Directorate for Human Intelligence (DH) has coordinated VTC and Tandberg meetings for nearly 150 family members separated from their loved ones — deployed DH staff. Designed as a morale booster to maintain family well-being during deployments, these events also inspire the spirit of support, volunteerism and teamwork in DH.

In the 15 to 20 minutes allocated for each connection, family members see with their own eyes that their loved one is doing well while deployed. The VTCs also help ease the worries of the deployed individual because they can see their family and know that they are OK.

From start to finish, DH strives to make the

Top - Fifteen-month-old Jacob, son of a deployed employee, walks with his best bud Juan Harris during a VTC session.

Right - Families are encouraged to participate in arts and crafts and games during the VTC sessions. Here Nancy, the wife of a deployed employee, and her sons Samuel (15) and Jack (4) work on holiday decorations with their aunt, Jessica, a DIA employee. Photos by Monica Thomas, DH

meetings an agency family affair. All families of those deployed from DH are invited to participate. Organizers coordinate technical details like scheduling the conferences and obtaining building and base access. Directorate volunteers give up personal time, usually during holidays and special occasions, to greet, host and escort participants, some of whom fly in from across the country. Volunteers bring games, movies, crafts and refreshments for families to enjoy while waiting for their turn. In appreciation for the families' sacrifice and support of the agency's mission, senior DH leadership makes an effort to participate and show their gratitude.

An employee in Iraq, left, watches his wife Daniela, right, try to coax their large Labrador retriever into view of the camera. Photo by Monica Thomas, DH

For more information on morale VTC schedules and coordination, please contact Judy Pike in the DH Support Services Branch (DHG-4E).

YOU'VE GOT MAIL.

Deployed personnel delight in receiving letters and packages from home. But where can you send your loving parcels of happiness? To ensure friends and loved ones receive mail as soon as possible, follow the ensuing guidelines to a "T"!

Comply with all postal restrictions. Mail cannot contain alcoholic beverages, firearms or ammunition, sexually explicit magazines or videos, illegal drugs, or other illegal contraband.

Pack wisely. Items that are good to include nonperishable snacks, beef jerky, current magazines, paperback books, toys (footballs, Frisbees, etc.), flavored drink mixes and CD/DVDs, just to name a few.

Address the package correctly. Sending mail to an Army Post Office (APO) requires a specific format including name, unit/section and APO AE. For example:

John Doe
DISO-I/RSC
APO AE 09342

If you are looking for a specific APO or have any questions, please contact Paul Geiger at (202) 231-5056.

Members of the Council of Employees assemble care packages for deployed employees during Operation Holiday Cheer. Photo provided by CP.

BEING LEFT BEHIND

By Sarah Moseley, CP

Being an employee at DIA, I know firsthand the importance of our personnel deploying in support of the mission, and I understand the career opportunities associated with deployments. But I also know what it's like to be the one left behind.

No matter if it's a four-month, six-month, eight-month or a year-long deployment, there are no words that can comfort you when you're en route to BWI Airport to say goodbye to your spouse. Your stomach is in knots, and you physically and mentally feel ill. You want to be strong for your spouse, to reassure them that you will be fine and things will be OK, but your emotions creep across your face and through your body.

My goodbye was quick; I didn't want to prolong the moment I had been dreading the past few months. As I saw him walk away, I knew the next four months would be trying for me — I was finally face-to-face with that familiar feeling of loneliness and the "what if" question.

This was our second deployment in less than a year, and I was no more ready for it than the first. Some would think that after getting through one deployment that the next one would be better. It doesn't get any easier; for me it was actually harder.

I like to compare it to the phrase, "What you don't know can't hurt you." Yes, we were more prepared with getting our finances and documents in order, and I knew I could handle everything and keep things running until he came home. But I also knew the feeling of his being gone.

I knew what it was like to return home to the empty house after dropping him off at the airport, or coming home from work only to find that your mischievous dogs had eaten 20 protein bars and then gotten sick multiple times on the carpet. I knew I'd sleep on his side of the bed to keep it warm for him to come home to. The TV would stay on at night so I did not hear the house creak and send my wild imagination into a sprint of possibilities.

Sarah Moseley welcomes home her husband Matt from Afghanistan. Photo provided by Moseley

I kept myself busy after work and on weekends. I went to the gym every night or played with our two dogs. I set a goal to accomplish while he was gone — this time

The skies of Afghanistan. Photo by COL Andrew Frank, DI

it was a 10K and last time it was repainting our house. I knew it was important to surround myself with friends and family who would support me through my good days and bad.

A child stands in a field with rusted Soviet weapons in the Panjshir Valley of Afghanistan. Photo by C. Ray Maternick, DI

But every time my cell phone rang, I'd race to it thinking that it may be him; and every time I missed his call, I'd get sick to my stomach. I knew there would be some days that were harder than others, and that one little thing like a broken washing machine could send me into uncontrollable tears.

I knew what I'd say to my friends and family when they called to see how things were going. I was strong for our families and for him, not letting them know the rollercoaster of emotions I was on. But at night while lying in bed with the TV on, my strength was broken down — it was at this time every day that I felt most alone.

You have good days and bad days, but there is one thing that keeps you going — that moment at BWI when he comes walking through the double white doors. There are no words to describe that instant when you see your spouse safely home.

What is your best advice for someone going on their first deployment?

Being afraid of the unknown is OK; just do not allow that feeling to consume you.

How are you bringing lessons learned from your deployment back into your work here?

Numerous people have asked me, "How was your deployment?" I talk about the increased sense of purpose, planned execution of operations and the need for revised standard operating procedures.

— Donald Jones, EO

Triage section chief at Camp Slayer in Baghdad, Iraq

What is your best advice for someone going on their first deployment?

Try to get in touch with someone at the location or office you are deploying to. Although the Readiness Center and everyone else here in D.C. is doing their best to provide accurate information, things change daily downrange. Someone you are backfilling or someone you will be working with can provide the most accurate information about what to bring, what is not required, what to hand-carry versus ship, etc.

What was the best part of being deployed?

Contributing to the current fight on a daily basis. My job in the Directorate for Intelligence (J2) is all future capabilities related, so there isn't any immediate feedback on whether or not anything you did that day made a difference. In Afghanistan everything I did was in support of ongoing operations.

— LTC Kevin Hicks, J2
J3 DISO-A in Bagram, Afghanistan

I COULDN'T LIVE WITHOUT MY...

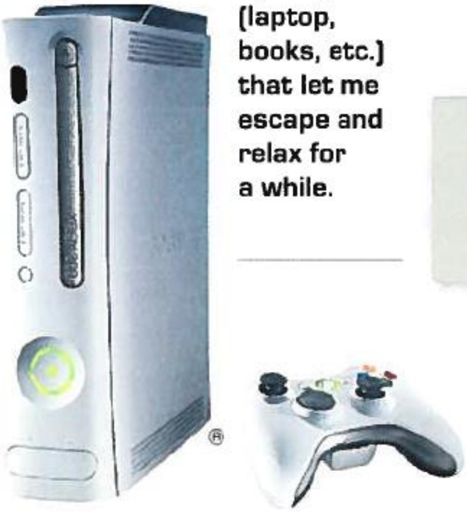
ANSWERS FROM THOSE WHO'VE BEEN THERE

I couldn't live without my iPod during my deployment.

I couldn't live without the support of my team during my deployment.

I couldn't live without the good people I met, especially two of the collectors and our security team from Oklahoma. They all become great friends and really enriched my experience during my deployment.

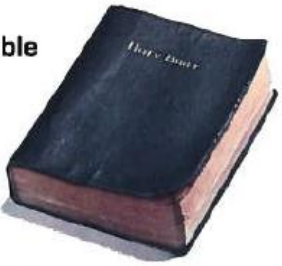
I couldn't live without an Xbox 360 on my deployment. Or really anything (laptop, books, etc.) that let me escape and relax for a while.



I couldn't live without talking to my daughters at least three times a week (or more often if possible!) during my deployment

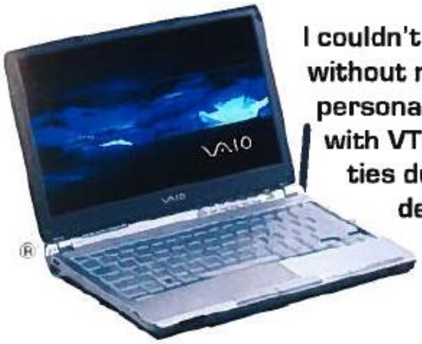
I couldn't live without a Ranger buddy to help deal with all of the daily stress during my deployment.

I couldn't live without my Bible during my deployment.



I couldn't live without my laptop during my deployment. Although computers were available for Internet access, having a personal computer to save and store information was a great asset.

I couldn't live without knowing how important the mission was during my deployment.



I couldn't live without my personal laptop with VTC capabilities during my deployment.

I couldn't live without calling home and making friends during my deployment.

I couldn't live without caffeine during my deployment! With the long hours we worked, the DFAC had an eight ounce energy drink called RIP IT (the Citrus 0 Carb version). I'm having a couple of cases shipped to my house from California.

I couldn't live without DVD's during my deployment. Getting back to my room after a long day and popping in a movie helped me unwind and veg out for a little while. And, you can share and swap movies with others.

I couldn't live without good books during my deployment.

I couldn't live without microwaveable rice during my deployment. I know it sounds funny, but I really like sticky rice. The best brand is made in Japan and you can get it from the commissaries at Quantico and Fort Belvoir. My husband was pretty good about keeping me well-stocked.

My bed. I missed my bed. I will sleep for about a week. Yeah, that's what I missed the most. OH...you said "couldn't live without" not "missed". I could not live without SHOPPING. I'm addicted, I know, so thank goodness for Eagle Cash in Iraq.

I couldn't live without coffee during my deployment.

I couldn't live without the gym during my deployment.

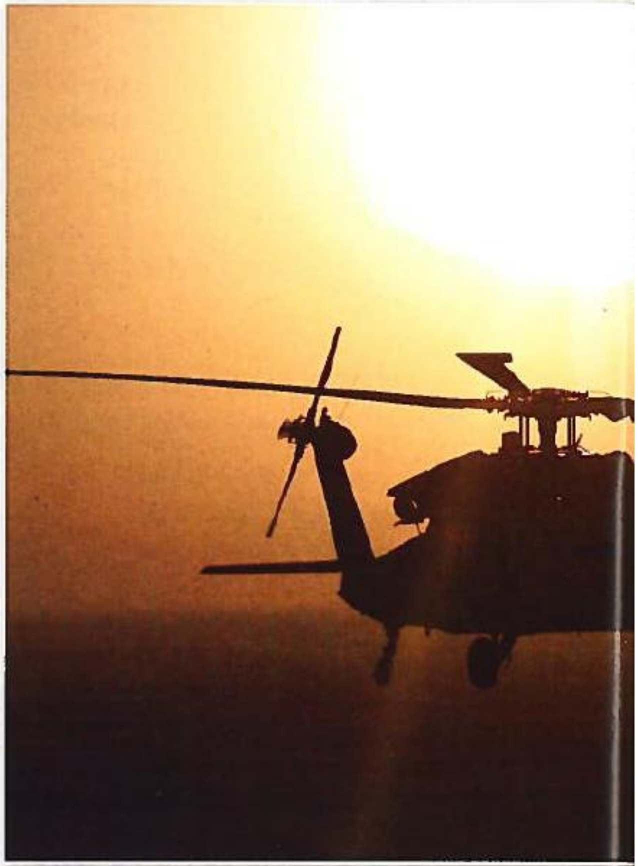
I couldn't live without Kool-Aid and Crystal Light to flavor the hot bottled water during my deployments.

YOU'RE COMING HOME ... NOW WHAT?

By Brian Gabenski, DA

Welcome Home
WELCOME HOME
THANK YOU
WELCOME HOME THANK YOU GOD BLESS YOU ALL
WELCOME HOME THANK YOU

A wall at BWI airport is covered with signs welcoming personnel home from overseas. Photo by Sarah Moseley, CP



The DIA Readiness Center (DRC), in collaboration with the offices of Human Resources (HCH) and Engineering and Logistics Services (DAL), has implemented an improved program for returning home, referred to as "redeployment." These improvements will increase accountability of post-deployment actions, provide enhanced customer support and expeditiously reintegrate returned personnel back into the agency to resume their normal duties.

The enhanced redeployment and reintegration process begins while the employee is still in theater, approximately 45 days from an individual's redeployment date. Each deployee will be contacted by a DRC mission manager and their supporting J1 (personnel) and J4 (logistics) staff to start working through a checklist of required actions. Tasks to be completed prior to departure include:

- Initiate and confirm administrative and employee leave dates with their directorate
- Notify J1 personnel of leave dates
- Schedule reintegration program dates
- Make flight arrangements
- Request a tour extension, if applicable
- Verify any award submissions with supervisor
- Verify appraisal/evaluation submission
- Receive out-processing documents
- Turn in weapon, clothing and equipment
- Schedule medical and psychological screenings

Following completion of allocated leave, the redeployed individual enters a three-half-day reintegration program at the DRC during their first week of returning to duty at DIA. Led by DRC mission managers, the redeployed individual can expect to complete reintegration tasks such as:

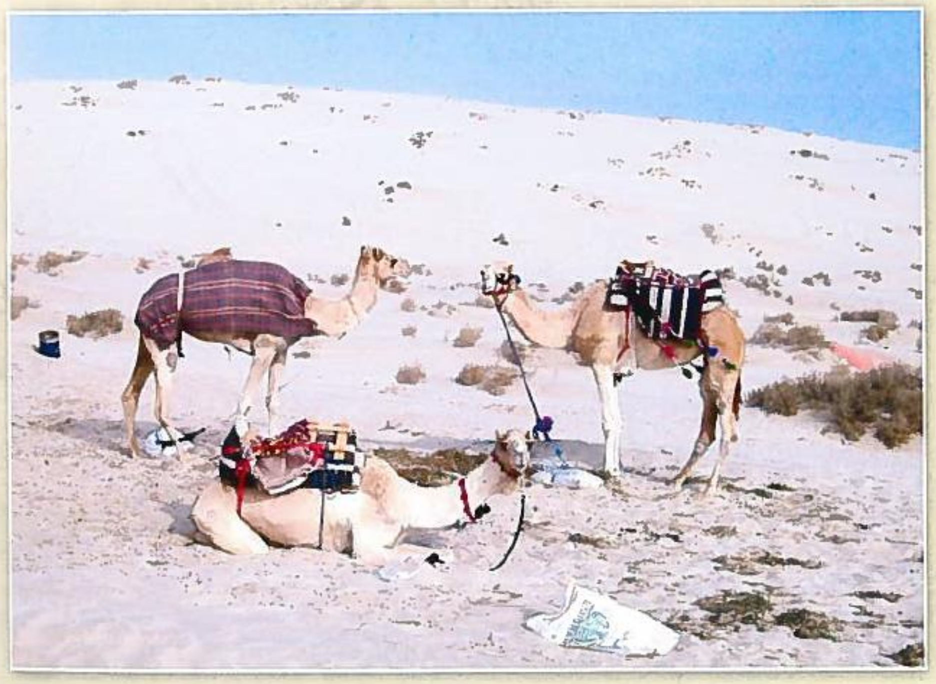
- Turn in of official passport
- Overseas common access card (CAC) turn-in and reissue of CONUS CAC
- Clothing and equipment turn-in/reconciliation

High above Iraq. Photo provided by David Humphreys, DI

- Employee Assistance Program (EAP) briefing
- PERSTEMPO and eZHR updates
- Submit pay and entitlements papers
- Complete travel voucher
- Medical and psychological screenings
- Submit deployment incentive bonus paperwork
- Complete home office and directorate reintegration requirements

Upon satisfactory completion of the program, redeployed individuals return to their normal duty assignment in their home office.

The redeployment and reintegration program is a mechanism of support to deployed personnel through process improvement, cost efficiency and increased accountability for the agency, management and individuals.



Make sure to get in a camel ride in Qatar. Photo provided by Brian Nickey, CP

What is your best advice for someone going on their first deployment?

Give it 100 percent. The deployment is usually only six months, so dig in and get your hands dirty. Quickly learn the process and leave your position in better shape then when you arrived.

What was the best part of being deployed?

Knowing that the job you were doing with the JDEC-I was saving American and Iraqi lives. Also, the quality of people I worked with, military, civilian and contractor.

What is the most memorable experience you took away from your deployment?

Helping train the Iraqis while the JDEC-I worked with the Multi-National Security Transition Command – Iraq.

— Dale Schnoor, DA
DOCEX chief at JDEC in Iraq

DEFENSE INTELLIGENCE AGENCY
UNITED STATES OF AMERICA

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION